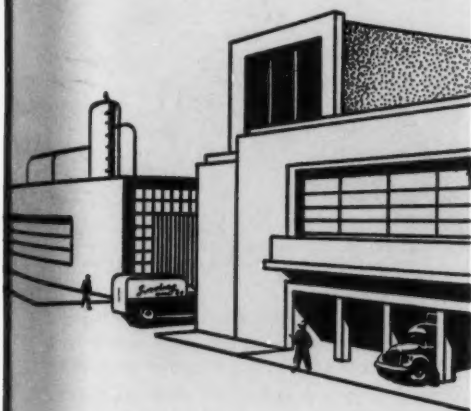


MAGAZINE OF MANAGEMENT MEN OF AMERICA

MANAGE



NAF PRESIDENT B. A. HODAPP: "Our concept of unity in industrial management has been tested and proven . . ."



NOVEMBER 1948

TWO DOLLARS

How they go for Dynaflow!

It's like nothing we've ever seen before — this wave of raves for Dynaflow Drive.*

Ladies love it. Men marvel at it. Skeptics praise it. Even outside engineers come right out and say: "Buick's really got something there!"

You learn the reasons for the raves in your first few miles behind the wheel of a Dynaflow Roadmaster.

Utter smoothness from standing start to cruising speed — thanks to a brand-new way of transferring power from engine to rear wheels...

Swift and silky acceleration in one unbroken Niagara of power — from the fluent surge of flowing oil which replaces both the usual clutch and the usual forward gears...

A wonderful new "sweetness" to the whole feel of the car — from driving through a constant cushion of oil...

And true simplicity of operation — from the easy one-two of setting a lever and pressing the gas treadle, with no clutch pedal to push and no gears to shift.

You stop by pressing the brake pedal — go again by feeding gas. And not another blessed thing to do, normally, with this blissful drive — except steer, of course, and flick the lever when you park or back up.

But be skeptical of all this — until you've sampled this driving magic for yourself.

Your Buick dealer will do his best to arrange that sampling. Then you'll see how fast you'll want to get an order in!

*You get Dynaflow Drive, at extra cost, on Roadmasters only.



White sidewall tires, as illustrated, available at extra cost.

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BUICK WILL BUILD THEM

Buick Roadmaster

BUICK DIVISION OF GENERAL MOTORS

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"... far more than any other."

And the Maytag Dutch Oven Gas Range! You've never seen such construction, mechanism—or *results!* Cooks as a conventional range, or *automatically* by the never-equalled Dutch Oven principle. Set the control and a whole meal cooks without further attention. Even with nobody home! Gas burns but a fraction of the cooking period... shuts off automatically at the proper time... cooking is finished by stored-up heat in the heavily insulated oven.

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"... turns off gas and keeps on cooking."



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You're the one who'll buy that quarter of beef at a saving and stow it right where it's handiest. Probably pack in some of the ducks and pheasants you shoot this fall, too. In many ways this unique Maytag Home Freezer will add to your joy of living.

Tell your wife: "After all, this is my home, too, and I'm interested in making it better to live in. Get your hat. We're going to visit the Maytag dealer for a very interesting tour of inspection!"

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NEWTON, IOWA

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Let's keep America moving forward—producing more for
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Let's not slow down America by producing less for higher
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the demand for full production. Let's go to work and keep
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MANAGE

MAGAZINE OF MANAGEMENT MEN OF AMERICA

Volume I

NOVEMBER 1948

Number 3

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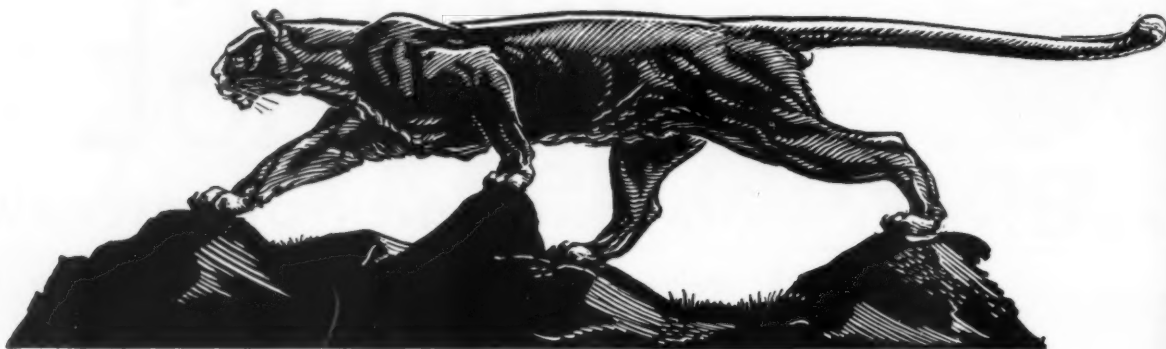
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MANAGE November 1948



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Our Contributors

Mr. Fred Maytag II, president of The Maytag Company, believes the NAF is important in keeping America free—analyzes its activities for information of both junior and senior management. Honored at the NAF Philadelphia Convention for outstanding service to this association, his biography will be presented in the forthcoming December issue.

Mr. Charles M. White, president of Republic Steel Corporation, points the way for "Tomorrow's Industrial Executives."

Born in mountainous Oakland (Maryland), he attended school in Hutton—graduated from Maryland University (mechanical engineering).

Lumberman, tanner, telephone line-man, railroad construction worker, his first steel job (machinist helper) was with American Bridge Company in 1913. Two years found him superintendent. Thus began his association with Jones & Laughlin which found him in various operating capacities such as in 1927, assistant general superintendent of the Aliquippa Works of which he became general superintendent two years later.

In 1930 he went with Republic—assistant vice president and in 1935 vice president in charge of operations. In 1945 he became president of Republic.

Dr. Robert M. Bowie, Manager of Physics Laboratories, Sylvania Electric Products, Inc., gives us an insight into the near future in certain scientific fields and leaves us a challenge as management men.

Dr. Bowie, a native of Table Rock, Nebraska, was graduated from Iowa State College where he received the Bachelors' Degree in chemistry—for his graduate work there he was awarded degrees of Master of Science and Doctor of Philosophy.

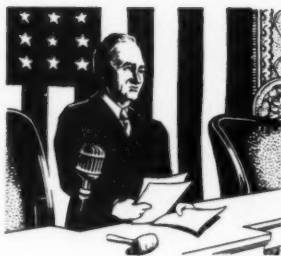
Honors include Fellow Member Institute of Radio Engineers, Member American Physical Society; Pi Mu Epsilon (mathematics), Phi Lambda Upsilon (chemistry), Phi Kappa Phi (scholastic), and Sigma Xi (research), all honorary.

He has served on many important committees of the Institute of Radio Engineers including: Admissions, Board of Editors, Papers Review, Nuclear Studies, Papers Procurement, National Electronics Conference, and Research.

Dr. Bowie joined Sylvania in 1933 since which time his assignments have been many and varied. Most significant perhaps were those beginning in 1941 when he and his staff were engaged in important war research. Patients issued to him cover cathode ray tube design, radio tube design, welding circuits and others.

Married and the father of two children, he resides with his family at Manhasset, N. Y.

Mr. Lewis M. Smith, vice president
(Continued on page 47)



We Look At WASHINGTON

By

Harry P. Jeffrey

NAF

Legal Counsel



The court quoted a statement from an earlier decision to the effect that "trade union history shows that foremen were the arms and legs of management in executing labor policies."

The decision of the court points out that the new law does not forbid the unionization of foremen, but on the contrary specifically recognizes it. All it does is to remove supervisors as defined in the Act from the special rights and privileges created by the Wagner Act.

It is interesting to note that the attorneys for the foremen's union attempted a unique construction of the definition of a supervisor as set forth in the "Taft-Hartley" Act. The definition reads "Any individual having authority in the interest of the employer to hire, transfer, suspend, lay off, recall, promote, discharge, assign, reward or discipline, etc." The attorneys for the union argued that in order to qualify under the Act, any foreman must have not one but all of the powers specified in the definition. The court quickly disposed of this contention by stating that the language used meant exactly what it said, and, that if Congress had intended all of these powers to be exercised by any one individual, it would have been a simple matter to use the word "and" instead of "or". Obviously the definition contended for by the attorneys for the union would have eliminated practically all foremen in American industry from this section of the law, and would have served to nullify the legislation.

It is impossible to state definitely at this time what future step will be taken. The foremen's union has the right to attempt to carry the case back to the United States Supreme Court. Under the rules, such action must be taken on or before November 16 of this year. Apparently an attempt will be made to have the Supreme Court pass upon this constitutional question. If

(Continued Page 20)

★ ★

THE spotlight shifts. Foreman litigation rather than foreman legislation temporarily is of paramount interest. The United States Circuit Court of Appeals rather than Congress has provided the latest development.

On August 16, the Sixth Circuit Court rendered its decision in the case of the National Labor Relations Board against Edward G. Budd Manufacturing Company. This decision is important to all supervisors, and indeed to industry as a whole. In its decision, the Court upheld the constitutionality of that section of the "Taft-Hartley" Act relating to foremen and supervisors.

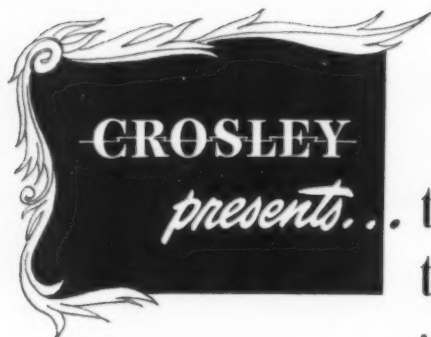
How did this case arise, and what is its significance? The case was started while the original Wagner Act was the law of the land, and before the "Taft-Hartley" Act was passed. It was brought by the National Labor Relations Board against the Edward G. Budd Manufacturing Company on the complaint of the Foremen's Association of America. This union of foremen attempted to force the company to stop opposing the unionization of its foremen. The case went to the United States Supreme Court under the original Wagner Act.

In the meantime, however, on August 22, 1947, the "Taft-Hartley" Act became effective. At the request of the company, the Supreme Court returned the case to the Circuit Court for the further order of that court in conformity with the new law.

This is the first case in which a direct attack has been made on the constitutionality of the section relating to foremen and supervisors. The Foremen's Association of America contended that the section of the "Taft-Hartley" Act relating to supervisors deprived a foreman of rights guaranteed to him under the Constitution. If this contention had been upheld by the court, the section would be null and void and of no effect. The decision of the Circuit Court therefore was extremely important.

Stripped of all legal language and reduced to its essence, the decision of the court upheld the constitutionality of this section of the act in every particular.

The court in effect said that no one's constitutional rights were invaded by this section, and that a company may oppose the unionization of its foremen; that a company is within its rights to do so and it is not guilty of any illegal or unconstitutional act in so doing.



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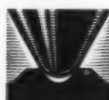
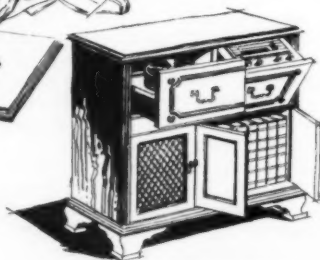
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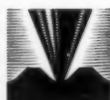
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On The Cover



THERE always must be a strong motivating force in organizations such as The National Association of Foremen. Such an influence is well provided in the "drive" of its newly re-elected president, B. A. Hodapp. In fact, his devotion to NAF service, in addition to the responsibilities as head of his own company and numerous community activities, has been so intense that he has been critically ill for many weeks and is only recently experiencing a satisfactory recovery and able to be home from the hospital.

"Bernie" as he is known throughout NAF, is now serving his third year as president of NAF. He previously served as executive vice president for three terms and in charge of Zone C, Midwestern States division of NAF. A past president of the Foremen's Club of Columbus, Ohio, he guided that club to the NAF National Achievement Award during his time.

Before attending Ohio State University Law School, Mr. Hodapp had been graduated from Aquinas College. He has fully exemplified his belief in self improvement by also completing correspondence courses and several industrial training programs.

Starting as a saw maker's apprentice, he demonstrated quite early his qualifications for managerial functions and progressed rapidly to the position of superintendent in a Midwestern saw company. He helped establish the Peerless Saw Company, Columbus, Ohio, of which he is the president. His plant is filled with evidences of his mechanical resourcefulness in designing tools and equipment.

Sensitive to the problems faced by foremen and other management men in their efforts to function successfully as a vital part of American industry, he has ever championed the cause of the united management team and the American competitive system. When NAF has faced difficult and seemingly insoluble problems, he has always searched for the "how it can be done", instead of delaying with deliberations on "why it cannot be done."

Tenacious and sincere, "Bernie" has friends everywhere throughout the U.S.A. And all of them are "pulling" for continued progress in his present convalescence.

A man should work eight hours and sleep eight hours, but not the same eight hours.

November 1948 **MANAGE**

The aims of a company and its workers are exactly the same

The workman wants

A steady job

High wages

Opportunity for a better job

Comfortable, safe working conditions

Lower prices for what he buys

The company wants

Steady (in fact growing) employment because that indicates growing demand on which a company depends for success.

High wages (so long as they are earned) because that is proof the management is competitive with or better than other management in the area.

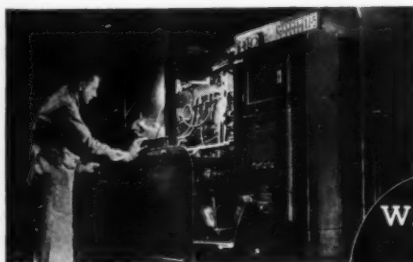
Opportunity for its workmen to progress, for that is proof the company is growing. Top management's greatest problem is to find men capable of greater and greater responsibilities.

Comfortable, safe working conditions because any intelligent management knows that without them they won't get good workmen. And management wants such conditions, too, because most management consists of decent men who want decent things for decent people.

Lower prices, because only as a company can provide better and better products at lower and lower prices can it hope to compete, stay in business, and grow.

TOO many people have been telling you that your interests and your company's are opposed. Next time you hear that, ask yourself what the man who says it has to gain by causing conflict. You'll be surprised.

Actually you and your company are in the same boat, anxious for the same things.



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&
SWASEY**
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MANAGE November 1948

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NAF'S ROLE IN KEEPING AMERICA FREE



Iowa's Maytag: "To my way of thinking slavery is slavery, whether imposed from within or without."

"No Past Or Present Associated Group Has A Greater Opportunity For Accomplishing A Worthwhile Purpose Than Has The National Association of Foremen."

**By Fred Maytag,* President
The Maytag Company**

IN INTRODUCING me Mr. Monroe has mentioned my extracurricular activity as a politician. I cannot refrain from making the observation that we would come much closer to having the kind of government you and I want if more business men, instead of sitting in their swivel chairs and damning the politicians, would offer their own services as I have done, to get in there and do something personally about achieving good government.

It isn't necessary that you run for congress or governor, or even for your state legislature. There is plenty of room for good men in politics at all levels, from precinct committeeman to The Presidency. If every member of this audience could develop half the interest in politics that he now has in his favorite hobby, the effect on our government would be wonderful. If you want to do something about it personally, get acquainted with your local party leaders when you get home and become an active party worker—whatever your party may be. You will find it one of the most interesting and satisfying experiences you have ever had and, what's more, you will be doing something personally about achieving the kind of government you want.

Mr. Bathurst has asked me to discuss the role of The National Association of Foremen in keeping America Free. It is a most timely topic in an appropriate setting. Philadelphia is steeped in the traditions of those brave and farsighted men who sat around the conference table 172 years ago to sign the document which set America free. Those men pledged their lives to the fulfillment of a great ideal. You and I, as members of American industrial management, are devoting our lives to the perpetuation of that ideal. The National Association of Foremen, by its philosophy and objectives, is helping us to achieve our purpose.

When measured in terms of the history of civilization, or even in terms of the span of a human life, the years which have passed since the signing of the Declaration of Independence are but a very short period. Yet it has

been the most fruitful period in the history of this planet. America has grown from thirteen struggling, quarreling colonies to the greatest, richest, most powerful nation on earth.

This is not alone because we are endowed with more than our share of natural resources—although we are indeed fortunate in that respect. It is not alone because of our favorable climate. It is not because we are inherently a superior race of people—we who are the melting pot for all the world's races and cultures.

No—it is because we are devoted, and have been from the very inception of our nation, to the ideals of individual liberty, equality of opportunity and freedom of enterprise. In this vast land of ours, for perhaps the first time, man has been given a full opportunity to develop his natural talents, unfettered by artificial barriers and governed only by rules of our own creation, based on fundamental moral law.

Whatever may be the shortcomings of our system of government and of our economy—and I am not one to say that this is the best of all possible societies in the best of all possible worlds—it is indisputably true that we have provided the richest life that has ever come to any civilization. American industry has contributed immeasurably to this accomplishment by producing more and better goods, at lower cost in terms of human effort, and distributing them more equitably among all our people than in any other land in the history of this globe.

What About The High Cost of Living?

Of course we all complain about the high cost of living. I note, for instance, that Coca Cola now sells for 15 cents at Convention Hall! A friend of mine who is in the construction business tells about the young couple who called on him to see about buying a house. When they learned how much it would cost they were astonished, so my friend gave them a short explanation of inflation—about high prices and high wages. After he had finished the lady was quiet for a moment and then very

thoughtfully she said, "My isn't it a shame that we couldn't have had this inflation when prices were lower."

Notwithstanding the current situation, it is still true that the things we buy cost less in terms of human effort than anywhere else in the world. The average American worker can earn a quart of milk in ten minutes; in Russia it takes an hour and eighteen minutes. The American worker earns a loaf of bread in seven minutes against an hour and ten minutes in Russia. Our average worker can earn a double-breasted wool suit in 28 hours. In Russia it takes 580 hours.

Then how about shortages? Some of us are still having a little trouble getting all of the things we want and can pay for, such as that new automobile which may have been on order for a good many months. But actually, we don't know what shortages are. Even during the worst days of the war, when everything was scarce and many things were rationed, we were better off than people in other nations during their periods of greatest prosperity.

And what made all this possible? American industry operating under the free enterprise system.

And who directs this vast system which has performed these miracles? You and I do! We are management. We are the people who direct our industrial organization. We have reason to throw out our chests with pride in contemplation of the miracles we have performed.

Some long forgotten chronicler of the building of the great St. Paul's Cathedral in London tells the story of visiting the site during the period of construction, and interviewing a number of the workmen. He asked each of them what he was doing. Each in turn replied that he was a stone mason, a carpenter, a painter, etc., until one man who was hammering away at a block of stone with a chisel and maul, turned and with a gleam of pride in his eyes said, "I am helping Sir Christopher Wren build a great cathedral."

So it is with us. We are not just running machine shops, foundries, steel mills, or other factories; we are not just bossing other people. We are taking part in a far greater drama. We

*Before 25th Annual Convention of The National Association of Foremen, Philadelphia, September 23-25, 1948 . . . Summarized.

are directing the production of goods for all mankind and in the process we are helping to keep America free.

The Conflict

Our present position is not without its perils. Our greatness is not without its hazards, our richness without its dangers nor our vast power without its responsibilities.

You and I, as members of American industrial management, are challenged today as we never have been before. Our entire American system is under persistent and continuing attack both from without and within. At long last we have come to recognize that our attackers are in deadly earnest. It is not merely an academic debate between

cal crackpots who would have us trade our birthright for the promise of an unattainable utopia. I have never been able to understand the mental process of the opportunist who would have us believe that political and economic slavery are unobjectionable if we impose them upon ourselves. To my way of thinking slavery is slavery, whether imposed from within or without.

You and I have more than a theoretical stake in this struggle. We have a very real personal interest in successfully meeting the challenge. We would be among the first to be liquidated by a totalitarian police state.

In what respect is management challenged by this growing conflict? We are challenged to increase production at an unprecedented rate, to sell

men of all levels from the first line supervisor to members of the board of directors of the company. It believes that management is the hub of the industrial wheel, and that the hub must be made strong before it can support the load which it is required to carry. I don't suppose the founders twenty-five years ago had any real conception of how great a service our organization could render, nor could they in all their wisdom have contemplated the enormity of the task which now confronts us.

Notwithstanding its twenty-five years of existence, during which it has consistently followed a dynamic philosophy, the NAF has enjoyed its greatest growth during the past four or five years. Has this sudden growth been the result of a change in the policies or attitudes of the NAF? No, it has not. What then, is the reason? In my opinion it is simply that members of management have in recent years achieved a broader understanding of their tremendous responsibility and in seeking means of converting that broader concept into action they have recognized the important role that NAF has to play. New clubs have been created by the score and members have joined our ranks by the thousands. The new members who have joined the organization have been strengthened thereby. Likewise the organization has been strengthened by broadening its base of membership and activity.

NAF Objectives

The objectives of the NAF are four in number: (1) To unite all levels of management into a smooth working team; (2) To provide time proven ways and means for self-development resulting in the enrichment of personal life and improvement of work; (3) To provide a tested means for pooling of ideas and resources and for mutual aid through a national association of management men; and (4) To promote a professional spirit among management men of America, thereby creating a set of principles and body of knowledge to which all may subscribe. I should like to discuss these objectives one by one and point how, in my opinion, they are helpful to management in discharging its responsibilities.

First, and perhaps foremost, is the uniting of all levels of management into a smooth working team. We tend to think of industrial conflict as existing only between the worker and his boss. Yet there are plenty of conflicts, unheralded and unpublished, which exist among the members of management. It is only recently that there has been widespread acceptance of the concept that every foreman, regardless of rank, has certain basic and unique responsibilities for the direction of the work of others which place upon him a mark of distinction. In certain industrial islands of enlightenment this concept has long been accepted and followed, but until recently these situations were the exception rather than the rule. Today, thanks in large part

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November 1948 MANAGE



Vice President John Wood, on behalf of the NAF, honors Mr. Maytag by informing him that he has been selected for the NAF Honor Roll—"appreciation to those men who have given unselfishly of their time, energies and abilities in meritorious service to this organization."

the merits of two philosophies. Rather, we are engaged in a life or death struggle between the two diametrically opposed, fundamentally irreconcilable systems of living. No matter what form the conflicts may ultimately take, it is real, it is fundamental, it is unavoidable, and we can't make it go away by hiding our heads in the sand.

From without, our system is under attack by a nation which has already gained control over the governments of some sixteen other nations. By her own unscrupulous and cunning maneuvers, aided and abetted by our own stupid and bungling diplomacy, she has gained control over most of the peoples whom we fought to free from Hitler's bondage.

From within, we are under attack not only by those who are sincere and unabashed disciples of totalitarianism, but also by those unenlightened politi-

our products at low prices, to pay high wages and to promote harmony within our own ranks as well as to assist in promoting community and national welfare. In short, we are challenged to make free competitive enterprise do a better job of satisfying man's wants than ever before. To meet the challenge requires leadership perhaps beyond anything industrial management has previously displayed, and yet I believe that American industrial leaders, as represented in The National Association of Foremen, are equal to the task.

I want to discuss with you the role of The National Association of Foremen in helping us to meet this challenge.

About The NAF . . .

The NAF was organized to assist American industrial management to do its job. Its purpose is to serve one group, management men—management

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In Zone "A", William Taylor presents award to Grayson Administrative Conference, Lynwood, California—and Don Hart accepts.

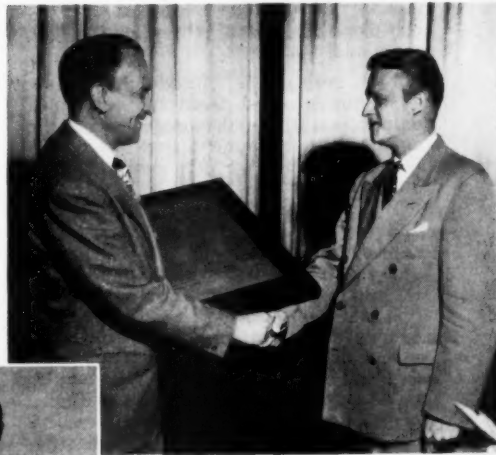


In Zone "B", J. R. Lock presents award to Rocky Mountain Foremen's Club, Denver, Colorado—and Charles Newton accepts.

FOR TOP Achievement THE NAF Awards...



In Zone "D", T. A. McCann presents award to A. M. F. Management Club, Brooklyn, New York—and Carl W. Johnson accepts.



The Woodhead Trophy for outstanding leadership goes to the Foremen's Club of Toledo, Toledo, Ohio. E. Seits presents—Charles Webb accepts.



In Zone "C", John C. Wood presents awards to Foremen's Club of Columbus, Ohio. The Columbus group wins the NAF National Award for the outstanding "city" club as well as the zone trophy. Harold Earich accepts. This was the third consecutive year for this club to win the National Award and the fifth time in the present award's history.

Membership certificates for greatest per cent of membership increase goes to Boeing Supervisors Club, Seattle, Washington. Harold Minister presents — Howard Hurst accept. (The "city" club membership certificate was awarded to the Foremen's Club of Greater Cincinnati.)



In Zone "E", Wm. Walker presents awards to Nashville, Tennessee. This club wins the NAF National Award as the outstanding "shop" club in addition to the zone trophy. Dale Hergert accepts.



TOMORROW'S INDUSTRIAL EXECUTIVES

"I Can Think Of Nothing More Embarrassing Than To Have A Workman Read Of An Important Decision On Policy In The Newspaper And Comment On It To The Foreman Who Knows Nothing About It."

By C. M. White,* President
Republic Steel Corporation

WE here in the United States have the greatest team of men, machines, material and money, backed by aggressive management, that this world has ever seen. We demonstrated that during the war.

We have proven our productive ability since the war. In spite of some shortages the United States is setting records that it would seem impossible to beat. I have given the credit for this demonstration of free enterprise to men, machines, material, money and management. Remove any one of the five and our industrial structure would be as impotent as an airplane without a motor.

Full credit has been given to the men for their part in our production miracle, but less credit has been given



Mr. White challenges the foremen in his audience: "I have found too many cases of men who enjoy the title and the earnings that go with a position but are unwilling to accept the responsibility."



NAF men at the Philadelphia Convention as they took Mr. White's advice to keep informed on economics—here attend a sectional conference conducted by American Economic Foundation's Clark and Rimanoczy.

to the other four factors. It is only within the last few years that industry has seriously attempted to inform the uninformed concerning the job-creating power of machinery, the need for a constant flow of raw materials, and the essential place which capital plays in our industrial pattern.

"I'm Not Talking Just About Presidents and Vice Presidents"

We have not yet, however, done very much in demonstrating to our men or the public the vital place which management occupies. It is in this field that some education must be done. And when we speak of management, I'm not talking just about presidents and vice presidents. I'm talking about superintendents and general foremen and foremen as well.

This education should not be vain-glorious boasting but a factual analysis of the importance of management. You have heard over and over again that the foremen are a part of management. You have been told that foremen represent the first line of contact with our employees; that much of our production success rests on their shoulders.

There is no need of my repeating these facts. We believe sincerely that the foremen in our companies are a part of management but we don't always make the foremen realize the fact. One of the great objectives of industry today should be to definitely and unmistakably enroll our foremen under the management banner. This is of highest importance if we are going to continue our present economic system.

Importance of Foreman Position Today

By very force of circumstances industrial units have become larger. Direct contact which the front office has with the men in the plant has become more remote. Top management has had problems forced upon it in the last years which have absorbed a substantial proportion of time, thought and planning. As an example, I know that the president of any business today is devoting more time than he can afford to the relationship of his company with the innumerable government agencies and bureaus which have come into existence during the past few years.

As companies have become larger, the units of the companies have also increased in size. In our own company we have steelmaking districts which employ up to 12,000 men. The managers in charge of these districts are the equivalent to the presidents of large companies a half century ago. That means that the superintendents and the foremen must take upon themselves a greater share of responsibility of management.

We have heard, read and talked a great deal about the "foreman problem." If it is a problem, it is the fault of three groups—top management, the foremen themselves and the New Deal.

I include the New Deal because it was the New Deal which gave us the Wagner Act and its one-sided politically-minded National Labor Relations Board. I use the phrase "politically-

*Before 25th Annual Convention of The National Association of Foremen, Philadelphia, September 23-25, 1948 . . . Summarized.

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minded" advisedly because it seems crystal clear that in making some of its decisions the Board once turned an eye to the possible political effect on the so-called labor vote.

It is my opinion that except for the aggressive action of the Republican 80th Congress in passing the "Taft-Hartley" Act we might well have a bureaucratic dictatorship which would have permanently destroyed any possibility of a friendly relationship between the employer and the employee.

As I see it, the "Taft-Hartley" Act plus a Labor Board which is fair and judicious in its decisions has liberated foremen and workmen from the tyranny of constant government intervention and spells out the rights of foremen and the rights of men clearly.

Republic's Pre-Supervisory Training

The foremen "problem" can best be solved by picking men to whom the responsibilities of management are entrusted who are capable of assuming those responsibilities. We must select them with greater care. In our company we have developed a workable method for doing this.

We have a Pre-Supervisory Training Program which trains qualified candidates for supervisory positions. Candidates are selected from employees, college graduates and employees hired through regular channels. They are carefully screened through interviews and tests which reveal qualities necessary in a good supervisor.

The candidate must have a high general ability; a deep interest in holding a supervisor's job; and an unmistakable talent for working with others. He must show enthusiasm for such practical things as costs and records. He must also be emotionally stable, an extrovert with a high degree of self-confidence.

With the aid of the candidate, we select a department where he is most likely to succeed. During the two-year program, the candidate spends 90 per cent of his time on jobs that will teach him every phase of operation and supervision in the department. The other 10 per cent is spent at lectures given by the heads of the various departments and in plant visits.

This type of pre-supervisory training has created a desire on the part of our present supervisory forces for more information than they were able to get when they were promoted to foremen. As a result we are conducting Foremen Training Programs, held on the foreman's own time, giving the same lectures as are given to the trainees. This is strengthening Republic's supervisory forces.

Remember, a first line foreman in one of our plants supervises from 40 to 50 men. Back of each one of those men is an investment of some \$6,000. In other words, the foreman is running a business representing an investment of a quarter of a million dollars or more.

The foreman is responsible for qual-

ity; for teaching, aiding and inspiring his men. He should encourage and develop good relationship between the men and management. It is not easy to find men with these qualifications but if our companies are going to run smoothly and be successful, they must be found.

Republic Communications

Top management must also develop a sure-fire method of passing on information which a foreman should have. I can think of nothing more embarrassing than to have a workman read of an important decision or policy in the newspaper and comment on it to the foreman who knows nothing about it.

Each Friday our district managers meet with their superintendents to discuss company problems and business. As soon as the meeting ends, each superintendent meets with his foremen and passes on the information.

But I think we should go further. In Republic we pass on, to all of our supervision, material which we think will be helpful and interesting. It may be an editorial, a booklet which has been brought to our attention, a statement made by some farsighted executive, or a well done article on economics. Such material goes out about once a week.

Foremen Obligations

Now foremen also have an obligation. If they want to succeed, they must be willing to accept the responsibilities. I have found too many cases of men who enjoy the title and the earnings that go with a position but

are unwilling to accept the responsibility.

The right kind of foreman can do more to insure peaceful, sustained production than can any other person in the organization. He can take care of complaints before they assume serious proportions. He can see and stop the little leaks which might become floods.

Then the foreman must remember also that there is no reason why he should continue indefinitely to be a foreman. There are other jobs ahead waiting for the right man.

There isn't a superintendent in our plant who wasn't at one time a foreman. Our district managers were foremen. In the very top layer of our management group, almost without exception, every man started at the bottom.

This doesn't mean that every foreman is going to be a president or a vice president, but it does mean that if he wants to badly enough he can get a better job.

Foreman As An Educator

I want to confine the rest of this talk to one phase of the foreman's job—a phase which in my estimation has received too little thought and consideration. I want to talk about the foreman as an educator.

We know, of course, that the foreman must take a new man in hand and teach him his job. He must serve as a teacher to introduce new and better methods. He must be a leader in safety and inspire a zest for good housekeeping. Those are a recognized

(Continued Page 66)



NAF Convention participants get the low-down on labor problems during a panel discussion.

SCIENCE VIEWS THE NEAR FUTURE . . . AND OFFERS MANAGEMENT A CHALLENGE

ONE of the recognized functions of management, particularly upper management, is exploring the future. This is part of planning. We explore the future of our markets, our competition, our sources of supply, our finance and the technical aspects of our products. In these day of specialization, special departments have been established to deal with many of them. Some of the departments bear special names, such as the Market Research Department. To the Engineering Research Department, or sometimes just the Research Department, is delegated

the responsibility to explore, yes to assure, the technical future of the company.

I am a research man, primarily an electronics research man. I feel that I can best fulfill the assignment of this subject if I view the future from the research angle, and then tie this to production.

The research of yesterday is the development of today and the production of tomorrow. There was a time not many decades ago when this was less obvious than now. Research was a pursuit of the zealot who burned with

By Dr. Robert M. Bowie
Manager of Physics Laboratory
Sylvania Electric Products, Inc.

a desire to understand and to formalize the processes of nature. His findings were often not published, were viewed with scepticism and were rarely regarded as useful. Industry sprang up quite separately using "common sense" or "practical" information obtained by cut-and-try methods without effort to explain it. That things have changed is evident, but the recency of that change is quite astonishing. It is true that some of our most outstanding companies have supported research for many years. The General Electric Company started its research activities with Dr. Whitney 48 years ago, while The Eastman Kodak Company started 32 years ago. Despite these and a few other examples, as recently as 1940 major publications on research, such as those of the National Resources Planning Board, found it necessary to extoll the advantages of research as an inducement to industry to engage in this important activity.

Scientists In Industry

As recently as 1930 there were but 17,000 scientists in industry. There were then 30 per cent more scientists in colleges than in industry. In the ensuing 17 years to 1947, the scientists in industry increased by 235 per cent. Of the practicing scientists in that year, approximately 41 per cent was in industry, 36 per cent was in colleges, and 25 per cent was in government laboratories. It is estimated that the number of scientists in industry will have doubled the 1947 level by 1955 or 1956. That will be an increase to seven times the 1930 level in a quarter of a century. So large an increase in personnel requiring such extensive, specialized training clearly indicates a trend of marked proportions.

Perhaps you wonder why I quote these figures taken from the Steelman Report to the President of October 11, 1947. It is because they clearly indicate a trend which is having a pronounced effect on industry and is one with which industry's stockholders, its executive management, and its foremen-managers must deal.

That stockholders are already aware of this trend is evidenced by the prominence with which research activities are described in annual reports and prospectae for the sale of stock. That management is genuinely interested and is coping with the problem of how best to manage research is evidenced by the symposia being held on this subject. Such a symposium was the "Conference on the Administration of



The author, a pioneer in television research, is shown holding a metal television viewing tube made in his laboratory more than ten years ago. Dr. Bowie is particularly well known in this field for his invention of the "ion trap" which prevents the formation of a dead spot on the television viewing tube.

"Though We Can Not Suspend Technical Advancement Pending Sociological Advancement, We Can Make Better Use Of Existing Social Knowledge."

Research" held just recently at Pennsylvania State College. That foremen are interested is evidenced by your own organization's request for this presentation.

Before considering the challenge of research, it may be well to examine the effect of research upon industry during the past few decades and to extrapolate the findings into the future. I have chosen to direct attention to but a few of the many fields in which research has made, and will continue to make, important contributions. The fields are related chiefly to electronics and are:

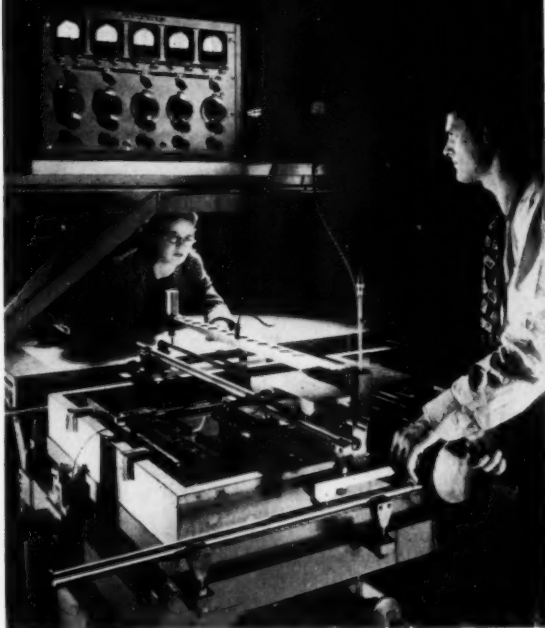
- Television
- Navigation of aircraft
- Fluorescent lighting
- Atomic energy

Television

Of all the devices in the modern-day home, the television set is the most intricate, operates according to the most extensive specifications, and requires the most expert knowledge to service. Yet this country's television system has been purposely so designed and laid out as to minimize the complication of the receiver at the expense of the transmitter. The familiar A. M. home receiver compares with a television set about as a phonograph compares with talking moving pictures. The relative complication at the transmitter is evident from the number of tubes involved. For a radio transmitter, a minimum of about thirty tubes is required from "mike" to antenna. In a television transmitter, a minimum of three-hundred is required.

As yet, television is in its infancy. Its impact on industry is just beginning to be felt. Consider these growth figures derived from data supplied by the Radio Manufacturers' Association. In 1946, the dollar volume of television set business was but 0.3 per cent of the radio set business. This year it is running just under 30 per cent. The radio set business has held rather constant at about 15,000,000 sets a year for three years. However we will make 88 times as many television sets this year as we did three years ago. The average television set now sells for 7.5 times as much as the average radio set. As the national coverage of television

The design of the electron-optical system of a television cathode ray tube can be achieved by cut-and-try methods, but for good definition and freedom from distortion it is necessary to work out the design by highly scientific methods. Here a study is being made of picture distortion by the use of simulated electrodes in an "electrolytic tank." Manufacture of tubes so designed requires a considerable amount of technical judgment upon the part of foremen, since it is not possible to correct a manufacturing error in a finished tube.



is increased by new stations, television chains, and Stratovision, the volume of business may easily appreciably exceed that of the radio.

In what manner does the greater complication of television affect management men, particularly those in production? Closer and more frequent checks are required in receiver production to assure quality. A high level of technical knowledge is required to ascertain the causes of troubles, and to correct them. All of these will increase the importance of the engineer in production. Further, the greater complexity of television is also hastening the day when the foreman must himself have a technical understanding in the field in which he is engaged. This he can acquire through formal education or by self-education, but acquire it he must if he is to keep abreast of advancement.

Navigation of Aircraft

Under this heading I wish to include both inhabited aircraft and those sinister, uninhabited ones destined to make but a single, one-way flight. I refer to guided missiles. Most of you no doubt heard or read General Spaatz' recent statement that the United States must be first to have a guided missile capable of carrying an atomic bomb 5000 miles at a speed greater than that of sound. The obvious fact which he did not add is that it must "know" how to reach its objective without intentional assistance from its destination. Such a device will be an intricate mechanism, resulting from extensive research, and will then have to be made in production.

So much for the sinister. Let us now turn attention to inhabited aircraft: commercial airplanes, stratoliners and the private plane. Without navigational aides an airplane is a fair

weather device suited to use only in uncrowded skies. In spite of the extensive electronic equipment now in use with commercial planes, the handling of traffic in the vicinity of large airports is a problem even in fair weather. The Radio Technical Commission for Aeronautics has been established to cope with this and other problems relative to airplane navigation. It has set up a proposed program of research and development which contemplates the completion of a national air traffic control system by 1963. This system will place the prime control responsibility in the ground stations, will provide the pilot with a complete display of navigational information in pictorial form, but will reserve to the pilot maximum freedom of choice consistent with safety. Both airborne and ground equipment will be automatic, requiring only "setting up" for the flight by the pilot and ground authority. The essential items of equipment are (1) a static-free, private communication system, (2) an instrument landing system, (3) surveillance radar on the ground, (4) a mid-path traffic control system, and (5) an airborne radar. Some of these may well be as intricate as our television system and must be far more reliable.

If private planes are ever to be as numerous as automobiles, even more precise and reliable controls will be required. When this time comes, your life and mine will depend upon the excellency of the production and quality control of both planes and their automatic navigation equipment. It becomes increasingly evident that in peace or in war we must anticipate increased participation of engineers in production and the requirement of an appreciably enhanced level of technical understanding on the part of foremen.

(Continued Page 58)

Because this month's article by Dr. Bowie embraces substantially the same information as was presented by him in an NAF Convention sectional conference, a summary of his conference presentation is omitted from this issue. Mr. Morse Salisbury, Atomic Energy Commission, who participated in the same conference, submitted no copy of his remarks.—Editor.

LIGHTNING SPEED IS NOT ENOUGH

By Lewis M. Smith,* Vice President
Alabama Power Company



Alabama Power's Smith: "The time to start this job is now."

THE FREEDOM to take a constructive idea and do something with it has made this the greatest country on earth. It was this freedom that gave us our Constitution. It was this freedom that has given us every invention, every industry, every institution for man's good in all this land. This freedom of individual enterprise is America's great heritage.

Thanks to this freedom, we have seen a telegrapher rise to the presidency of a great railroad system—a crane man work his way up to the head of a great steel company. We have seen a mechanic rise to the top of a great automobile business, and a shipyard worker become the head of a great rubber firm. We have seen a bench worker become president of the world's largest manufacturer of business machines—an office boy become head of the greatest aggregation of scientific, engineering and technical skills ever brought together for commercial purposes.

These men are all living. They and thousands of others like them, in businesses large and small, all over the land, are glorious examples of the individual enterprise system at work. And another glorious thing is, that some of you in this auditorium are right now on your way to such prominence; on your way to become organizers of other free men, of money and materials to become the chief executive of some business or great industry that will make for better living for us all. This is America.

Edison . . . In A Country Which Rewards Initiative

It was here in America under its heritage of free individual enterprise that Thomas A. Edison, a railroad newsboy, fired with zeal to make the most of this freedom, rose to the heights and at the age of 35, built the first commercial electric power plant, and by doing so gave birth to the electric light and power industry.

Go back with me a minute to September 4, 1882. Imagine yourselves on Pearl Street in New York's oldest section, where for four years Edison and his helpers had been working under insuperable difficulties and without modern tools and equipment, to build dynamos and to lay cables to serve prospective customers. Then imagine the excitement of all present as one of the dynamos began to hum. Shortly, the main switch was closed and 400 lamps lighted up in a small area in down-town New York. But that was enough. Electricity had been produced and distributed for a practical purpose. The foundations for the business-managed electric light and power industry had been laid.

Sixty-six years have now elapsed. Instead of one power plant there are over 4000 power plants supplying instant service throughout the land. But

today's plants and today's service are not those of Edison's time. Generators have increased in size from 125 horsepower to 280,000 horsepower. Operating potential has increased from 110 volts to as high as 287,000 volts. Electric customers have increased from 59 in Edison's day to more than 33,000,000. Invested capital has increased from \$300,000 to more than \$16 billion.

It matters little that Edison's work was successful; what did matter was that he was able to undertake his assignment and complete it because he lived in a country which rewards initiative and enterprise, and which still says to each of us: "Go ahead, you are your own master. There is no ceiling of achievement in this nation of ours."

We snap the switch and light comes instantly; we hear over the radio what is said, when it is said, in any part of the world; we see and hear through television the actors as they perform; we are warned of storms; we are cured of disease. All around us, electric eyes watch without blinking, electric ears are on the alert for danger, electric fingers are checking, measuring and regulating. Everywhere there are electrically operated machines, devices and gadgets that help gear our lives up to lightning speed. All this you know.

But lightning speed is not enough. Nor is the establishment of a gadget civilization and the production of goods and more goods the ultimate purpose. Being well clothed, well housed, well fed, and well educated is not enough. It is simply not enough that in this Electrical Age we can talk through space, see without eyes, and split the atom, unless we can learn to live at peace as nations; unless we can work together as a team of capital, labor and

management; it is not enough to build a nation of magic and wonder and then have it endangered because we haven't the courage to fight to keep the freedom of individual enterprise that made our nation great.

"Bring Me Men To Match My Mountains"

There are those that say we are in a grave crisis, that the future is dark and foreboding, that maybe another great civilization is about to fall. For thinking in this pattern, may I quote a few lines from an editorial in Harper's Weekly:

"It is a gloomy moment in history. Not for many years have there been such grave problems. . . . In France the political caldron bubbles with uncertainty; Russia hangs, like a cloud, dark and silent upon the horizon of Europe; while all the energies, resources and influences of the British Empire are sorely tried. It is a solemn moment, and no man can feel indifference. . . . Of our troubles no one can see the end."

That editorial appeared on October 10, 1857, nearly 91 years ago, and I use it here as a reminder that other generations have had their periods of deep concern. And so, while I say to you that, in my humble opinion, it is no time to adopt the philosophy that the worst is about to happen, it is even more not the time to rest on our oars and do nothing.

We do not, I believe, face a crisis—we face a challenge—a challenge to quit thinking and talking in terms of doubts and defeats, and the end of the world, but rather to have faith and courage and vision and the resolve to transmit those qualities to our associates.

This country was not settled by timid people. The men and women who started things off over here had the intestinal fortitude to say good-by to their home towns and families and friends, cross a stormy ocean in flimsy boats, gamble their lives and take risks in a new land.

Now, as in the earlier days of the young nation, we would say with Sam Walter Foss, and say it with emphasis:

*"Bring me men to match my mountains;
Bring me men to match my plains,—
Men with empires in their purpose,
And new eras in their brains."*

We do need men, such as are in the membership of the National Association of Foremen, all 40,000 of us, who have faith and courage and who are ready forthright to do even more than now to meet the challenge of problems in this age of technology and lightning speed. As management men this will cost us time and money. We shall have

*Before 25th Annual Convention of The National Association of Foremen, Philadelphia, September 23-25, 1948 . . . Summarized.

"It Matters Little That Edison's Work Was Successful. What Did Matter Was That He Was Able To Undertake His Assignment And Complete It Because He Lived In A Country Which Rewards Initiative And Enterprise. . . ."

to buy books and magazines that will help us know more about history, economics, sociology, psychology and philosophy. We shall have to know better how our economic system works and strive zealously to improve it.

We shall have to be more concerned about people, remembering that a new generation comes on the scene every year who never heard of you or me or of our companies, or what we strive to accomplish for the public welfare. We shall have to think of our job as an opportunity to serve our communities and help to make them cleaner and brighter, happier and more prosperous. In fact, we shall have to study, and work as never before that we may be ready to accept more of the responsibility that is ours. But it will be worth all the sacrifices we make.

The Challenge

We shall need help at this job, and I suggest we get a lot of it from the 61,000,000 of our employed associates who are also beneficiaries of the freedom of individual enterprise—from the dependents of these millions and from everyone else who cares about the future of our country.

The time to start this job is now. It is in large measure a job of education, one of informing people about those ways of life that constitute the difference between enslavement and enduring freedom in a world of rapidly advancing technology.

Sometimes, I think we in business talk too much to ourselves about our freedoms and about our economic system. We may know what socialism and communism will do, but we forget that there are men and women on the street and on the farm, in the shop and in the office, in the church and in the school, editors and professional people, even leaders in political life, who are full of misinformation and misconceptions, and have ideas about democracy and freedom and about the responsibilities of business that differ from our own. Many have adopted bad ideas and ideologies and some have abandoned intellectual integrity. Yet, most of us in this land of ours have the same worthy ends in view. We all want the maximum opportunity to grow and de-

velop, individually, materially, intellectually, and spiritually. It is all right, of course, to talk about yesterday's glories and today's accomplishments, but the public wants to know whether tomorrow will bring new and better opportunities for all under our system of individual enterprise.

We in the electric light and power industry are acutely aware of the need for "selling" the individual enterprise system. We know how important it is that more and more people have adequate information on basic economics, on the fallacies of socialism and communism, and on the overshadowing superiorities of our American system. We know, too, how important it is for all believers in that system to stick together and fight as one to keep the freedom that has made us the envy of the world. We believe that one of the best ways to get the message across is through the foremen and supervisors. This means that these men and women must know exactly where they stand. This calls for training programs, meetings with other levels of management, and a thorough understanding, not only of their own particular jobs, but of the background in which their immediate responsibilities are set. We believe that the foreman and the supervisor who is well informed about his company and about our economic system is a better member of the management team, and can do a better job of representing the company and that system to others.

Here indeed is a big challenge for us all, for every business and industry, that of informing our own associates, our neighbors and friends and all the public about our contributions to their welfare, our hopes for the future, and of our concern for keeping the freedom of individual enterprise, with its assurance of better living for more and more people.

While we are about this job, we will not forget those who are still in school and who some day will be taking our places in the world of affairs.

Do They Understand?

How many young people, even in our own homes, how many of our associates in the office and shop, recognize the fact that what we do not produce we cannot consume, or that the government can not give to us what it does not first take from us, or that only as we increase the real wealth of the country can we expect steadily to raise our already high standard of living? Do they know that the wealth of our day in all its forms, is but the surplus of what man has produced and saved over what he has consumed?

Do they understand that freedom is one of the most difficult philosophies

to realize in the government of a people because the very freedom that permits progress and an ever-expanding standard of living, also unfortunately permits abuses? Do they know that we should get rid of the abuses as they arise, but that we must not give up our basic freedom in the act?

Do they know how peoples in other lands lost their freedoms? Do they understand that those people let themselves become overburdened by political and social restrictions, vested privileges and prejudices, that they grew weary of the struggle for individual opportunity and security and relinquished their responsibility—*along with their freedom*—to the total state? Do they know that freedom is not something we can fight for once and hold forever without further attention? Are they able to recognize the signs of creeping paralysis of our loyalties, of encroaching socialism and communism? Are they convinced that there are limits on the extent to which they can wisely entrust their lives to the State?

Do they know what it takes to provide productive jobs? Have we ever told them that jobs are the result of a mixture of men, capital, management and opportunity, stimulated with the hope for a profit, and that the thing that brings them together is a constructive idea?

Do they know how important it is that a company's operations be profitable? Do they know that profit in business is needed to provide for research, for new machinery, tools and plants? Do they know that only a profitable business will attract those with funds to invest; that only a profitable business can continue to serve the public adequately, and to pay its just share of the taxes for schools, hospitals, parks and other essential functions of government; that only a profitable business can continue to employ workers and offer them security of employment and opportunity for advancement?

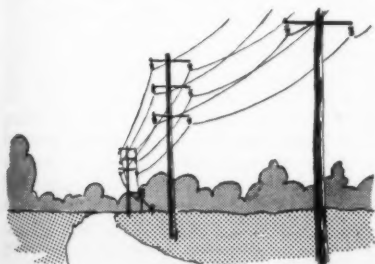
While we are here at this Convention, and when we get back home, we may want to discuss these and other questions further. In doing so, we would not be blind, of course, to the problems created by our industrial greatness.

"Isn't It Strange . . ."

Multiplying his powers a thousand fold by the utilization of the invisible powers of nature, man has become a super-man. He uses machines that almost think for him, so he relies less and less upon the initiative of his own brain and muscle. The result—a minute subdivision of labor that has added to the worker's fears and has denied to many the true significance and physical benefit of labor. They have lost contact with the real boss, do not always see the fruit of their work and its contribution to human welfare and happiness, and they cannot therefore be truly satisfied and happy themselves.

Isn't it strange that in those periods of our nation's history when we are

(Continued Page 48)



HUMAN LIBERTY AND HOW TO LOSE IT

OF all the people who have ever lived only about 3 per cent have known freedom, and only as they have been free politically have they been relatively free from the most elemental pang of human nature—hunger. Hunger has always been normal to human beings. For six thousand known years most of humanity has not had enough to eat. The ancient Egyptians, while building their pyramids, sold their daughters to brothels because they couldn't feed them. The Athenians, while attending their democratic elections, left their babies in pottery jars in the streets hoping they would be found and taken by someone able to provide food. The French were dying of hunger when Jefferson was President of the United States. In Soviet Russia, in the 1930's, thousands starved to death while living on some of the richest farm lands of the earth. Even to this day famines kill multitudes of people in China, Africa and India.

Only on the North American Continent and in a time space of scarcely more than a hundred years has a mere 8 per cent of the world's people conquered, in the major sense, the problems of hunger.

Why is this so? Have we greater natural resources? No. Coal was available to Julius Caesar. The earth contained crude petroleum in the days of Alexander the Great. Is it because we work harder? No. We work shorter hours and get more for our work in

By Gordon L. Hostetter,* Director Employers' Association of Chicago

the goods of the world than any other people. Do we have superior intelligence? No. Back in ancient Greece they produced intellects that have been unsurpassed. Do we expend greater energy? No. The history of the world is a story of people toiling 16 to 18 hours a day merely to stay alive. That is the condition of most of the world's people even to this day.

Why, in only a tick of the clock as time goes, has only a handful of people, inhabiting only about 7 per cent of the earth's acreage, come so close to complete victory over hunger, to say nothing of plagues, pestilence and disease?

The answer is that these people set themselves free. Free of ancient superstitions; free of governmental doctrines that held men in bondage to King or State; free of the notion that omnipotent wisdom resides in the mind of a single ruler and his satellites or bureaucrats; free of each other to work out each his own destiny in his own way, with his own mind and his own hands, prescribed only by a set of rules designed to prevent him from interfering with the freedom of others while exercising his own. Thus was released in affairs of men a driving force, an individual initiative, an aggregate accomplishment hitherto unknown in all history.

When God created man He created

him in His own image, endowed him with reason and set him upon his own feet as an individual.

Reason is an attribute of the individual and is performed by the individual. There is no such thing as a collective reason. There is no such thing as a collective thought.

Collective action, on the other hand, falls into one of only two categories: (1) an average drawn upon the thoughts of many—a compromise; or (2) the pursuance of the directing thought of a single individual or ruling group because of fear, ignorance or superstition—often all three.

"Our Word 'Democracy' is Derived From . . ."

The superstitions of mankind have interfered seriously with the struggle for freedom. Savages of prehistoric times believed themselves to be governed by Gods of the elements—sun, wind and rain. Ancient Greeks thought themselves governed by the spirit of the God Demos, or the will of the mass rather than by individuals in cooperation with each other. Our word *democracy* is derived from the name of that God and means majority rule. This superstition or error in thinking persists to this day. The savages and ancients thought the common good was more important than the individual good. This thought motivates many sincere people today and their zeal leads to dictatorships, tyranny, and back again to slavery. It's the creed of all collectivists. Civilization is a process of setting men free from men—a system of privacy in which men are free to dream, to plan, to build as individuals in a cooperative, not a coercive society.

In all history there have been not more than two kinds of peoples: Those who were free and those who were not. History is replete with the spasmodic efforts of men to be free. In fact, it has been during periods of relative freedom that mankind has made its greatest progress, both spiritually and materially.

Abraham of the Bible taught his people, 4000 years ago, that they were individuals. Long after Abraham, however, one of his descendants by the name of Joseph set up a planned economy down in Egypt. The slavery that followed that experiment is known to every Bible student.

Later, a man named Moses picked up the torch of Abraham, restated the principle of human freedom, re-dedicated his people to individual responsibility and led them out of bondage. But he had trouble. They had lived too long in a society where their thinking had been done for them. They wanted a ruler to tell them what to do. So they applied to Gideon and suggested that he and his sons after him rule

*Before 25th Annual Convention of The National Association of Foremen, Philadelphia, September 23-25, 1948 . . . Summarized.



Chicago's Hostetter: "The American Republic is not a 'democracy'."

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over them. He refused and a hundred years later, in their effort to escape responsibility, they applied to the Prophet Samuel to make them a King. He also refused.

Two thousand years after Abraham came Jesus of Nazareth who renewed and re-energized the eternal truths taught by Abraham and the ancient prophets. He taught individual responsibility, individual dignity. Moreover, he brought a new commandment, which, if truly applied, would resolve all of the problems in the affairs of men: "Whatsoever ye would that men do unto ye do ye also unto them." The Golden Rule. He also said: "I came not to bring peace but a sword." The truth concerning man's individual dignity, responsibility and ultimate destiny was that sword. He sought to establish the kingdom of truth. His people rejected Him. They wanted a temporal kingdom, the kind they had sought of Moses, Gideon and Samuel. We all know that the Jews got their King. In fact, a whole string of them, including the illustrious Solomon, but the time came when only a handful of Israelites were left in all Judea and those were Roman slaves.

The Planned Economy Of The Romans

The Roman Empire was built before the coming of the Caesars. For 750 years the Roman citizen enjoyed more freedom than man had ever known before. The Romans, observing the failure of the democracies, built their empire on a code of laws based on logic. This was a partial recognition of individual right under law.

Their empire lasted until the coming of the economic planners, the do-gooders, the collectivists who thought the whole more important than the part.

In 301 A.D. Diocletian, as Emperor of Rome, began a system of regulation, planned economy, a New Deal which accomplished the final destruction of Roman civilization. The wages of the people, the prices of all commodities, in fact all human activity was brought under control of the State. The law of supply and demand was repealed. Violations of government edict were punished by death or deportation.

Despite the evidence of the ages—that man progresses only under a system of freedom coupled with the machinery of cooperative responsibility—the struggle to regulate and regiment the people of the world goes on and on. On the European Continent countless efforts have been made to create the super-state by the destruction of individual freedom. They have all failed, yet the effort continues.

The fires of freedom were being kindled on the North American Con-

tinental for 170 years before the Declaration of Independence. The American colonists, facing a hostile wilderness with 3,000 miles of sea between them and the old world of gregarious folly learned the hard way that the problem of survival was *individual* in character. It was a case of "root hog or die," work or starve, conquer or be conquered by the elemental forces of nature. Step by step, little by little, therefore, the colonists separated themselves from the ancient bondages. They learned by doing that man is a kingdom within himself. It was inevitable that there should develop a new philosophy of government—a philosophy of individual, personal freedom under a system of government that would function for man by and with his consent, as his servant and not his master.

The American Revolution, at its outset, was leaderless. The pages of history do not record a more significant fact. The Revolution was, therefore, the spontaneous uprising of a whole people who knew they were free. Among them were scholars who had studied the rise and fall of governments, who knew the weaknesses of monarchies. They wanted no part of the ancient democracies—they knew that collectivism was a reversion to barbarism. Is it surprising, then, that such men, when they set forth their reasons for rebellion, should give voice to the eternal, self-evident truth "that all men are created equal, that they are endowed by their Creator with certain unalienable rights, that among these are life, liberty and the pursuit of happiness"?

We Are A Republic . . . Not a Democracy

So they established a Republic, a representative form of government under which the people would be sovereign for all time—or so they thought. In order to avoid the possible concentration of power in a single head they divided the function of government into three parts—legislative, executive and judicial. Even this was not enough for free Americans. It took nine years to accomplish the ratification of the Constitution of the United States and then only after it had undergone amendments, commonly called the Bill of Rights, every one of which was designed to protect the individual against his own government.

The American Republic is not a democracy. It was never intended to be a democracy. The word democracy is not to be found anywhere in our Declaration of Independence or in our Constitution. The founding fathers of the Republic knew that democracy, unrestrained, has always led to mob rule, the destruction of minority opin-



"It is later than you think. The forces among us . . . have accomplished more than is generally believed."

ion, the death of individual liberty, dictatorship and war. They wanted no part of it and thought they had guarded against it forever.

Much, very much, of our present day difficulty stems from the loose employment of the word "democracy" and from our sloppy thinking with regard to the nature of our governmental form. In fact, the thinking of the American people has been so conditioned in recent years as to enable demagogues in high places to spurn and by-pass both the legislative and judicial branches of our government for the purpose of putting over their own pet schemes in the name of democracy. To such extent as they have succeeded they have weakened the foundations of the Republic.

When our Republic was formed the monarchs of the old world considered it no government at all and predicted its early demise. It was quite beyond their capacity to conceive of man as being anything but a pawn or chattel of the State.

Thus was a mere handful of the earth's population set free. Free of each other as individuals to dream, to plan, to build, to achieve in an ordered and orderly society of which they themselves were the architects.

The record of their accomplishment, in scarcely more than a hundred years, is the wonder of the ages. Yet there are those among us, many of whom are our own people, the beneficiaries and products of our very own institutions who would persuade us that our form of government is outmoded, out of step with the needs of the people and should be replaced by a collectivist set-up.

Prior to World War I our government founded on the individual dignity

(Continued Page 68)

"Mankind Appears To Be Possessed Of Two Natures, One Which Cries Out For Freedom And Another Which Seeks Security."

CANCER OF FREE ENTERPRISE

Foreman Harrison Maynard of Island Creek Coal Company Spells Out Communism As A Cancer In Our Economic System . . . At NAF Convention.



Foreman Maynard: "and let communists flow back to Russia."

GENTLEMEN, I am deeply moved with a feeling of gratitude for this honor you, the members of this fine organization, have bestowed on me. I am deeply indebted that you have allowed me to meet with this fine group of men, whose deep wisdom and sound logic are making a great contribution to a world that is disturbed by the feeling of economic and moral unrest.

As I stand in your presence, I confess that my whole life is stirred and motivated by the solemnity of my surroundings. I realize that it was here that the cradle of democracy was first rocked, and in its bosom was a God-given document that made man the custodian of his own destiny.

I have selected for your consideration the topic "The Cancer Of Free Enterprise". Let us consider the possibility that communism, as Enemy No. 1 in the field of human progress, is the cancer in our system of free enterprise. Communism has all the fundamental similarities to cancer. It has more deaths, privation and physical intolerance to its credit than any catastrophe that has ever befallen humanity. These two great sources of destruction, one an enemy to the body, and the other an enemy to freedom, have not been allayed by the sciences.

Our interest in attempting to perfect a cure has been varied. We have spent millions to perfect a cure for cancer, and as yet have failed. On the other hand, we have spent millions, premeditatedly or otherwise which have encouraged communism. Yet, communism plows under free enterprise and free thinking, which counteracts their capabilities in production.

Cancer prevails in the human body at the points where there are the great-

est types of cell division. Communism dominates in the midst of some of our labor and other groups, where we have the greatest number of types of philosophies. Communism's victories in the obstruction of free enterprise, have been keenly felt during recent years. By skillful political maneuvering, communists have secured places of eminence. In these positions, top secrets were available. If it were planes we needed, they would impede our production by strikes or slow downs. If it were steel that we needed, they would curtail coal production at the mines, thus forcing the government to throttle free enterprise by confiscating the control of the mines—a familiar technique in communist activity.

Communism, like cancer, destroys the things that give it life. The flames of communistic philosophy have been fanned by some in the ranks of labor; yet after it absorbs all the strength of labor, then labor is placed first on the agenda for destruction.

One striking resemblance between cancer and communism is that those affected often are beyond cure before the first symptoms are realized. This is the fearful realization from which we now suffer. We listened to the most authentic addresses on the state of the nation which called for socialized medicine, rent control, price control, and wage control—in fact, controls on everything except the one and one-half million political stooges that have been added to the public payroll in the last few years. This procedure, in the time of peace thirty years ago, would have caused universal consternation.

As I look with faith upon the pages of our national history, I wonder if we the protagonist of this present generation shall be able to listen, our faces beaming with pride, when its pages

for the last quarter of a century will be read by our children.

We, the representatives of free enterprise, the greatest by-product of democracy, have at our fingertips the cure for the malignant, cancerous tissue of communism. Let us work with the same general plan in mind and let all communists flow back to Russia. Let our government send to Russia all those who do not like individual freedom and thrive on government domination of men.

Washington

from Page 5

the Supreme Court takes jurisdiction of the case, it probably will be a matter of months before the final decision is rendered.

The decision of the Circuit Court, however, is exhaustive and apparently covers every angle of the case. While no one can safely predict the outcome of contested litigation, it does appear that the section of the "Taft-Hartley" Act relating to supervisors has passed the test, and that foremen and higher levels of management can assume that supervisors, legally speaking, are a part of management and will be treated as such.

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IT HAPPENS 150 TIMES A DAY IN CHICAGO

A MEASURE of the railroads' high preference for General Motors Diesel locomotives can be found in Chicago, hub of the nation's railways.

There, high-speed mainline passenger trains arrive or depart behind a General Motors Diesel 150 times every day.

Similarly an array of General Motors Diesel-powered trains arrives and departs every day at Washington, Denver, Kansas City, St. Louis, New Orleans, Seattle, Miami, Atlanta, Los Angeles, Minneapolis-St. Paul, Jacksonville, Omaha — in fact at almost every large railroad terminal in the country.

These General Motors Diesel-powered trains include more than 150 of America's most famous "name" trains — the fast flyers and streamliners that have so

greatly increased railway travel.

Such overwhelming endorsement by leading railroads is based on operating experience covering more than one and one-half billion passenger train car-miles piled up behind these locomotives since General Motors pioneered the Diesel mainline locomotives in 1934.

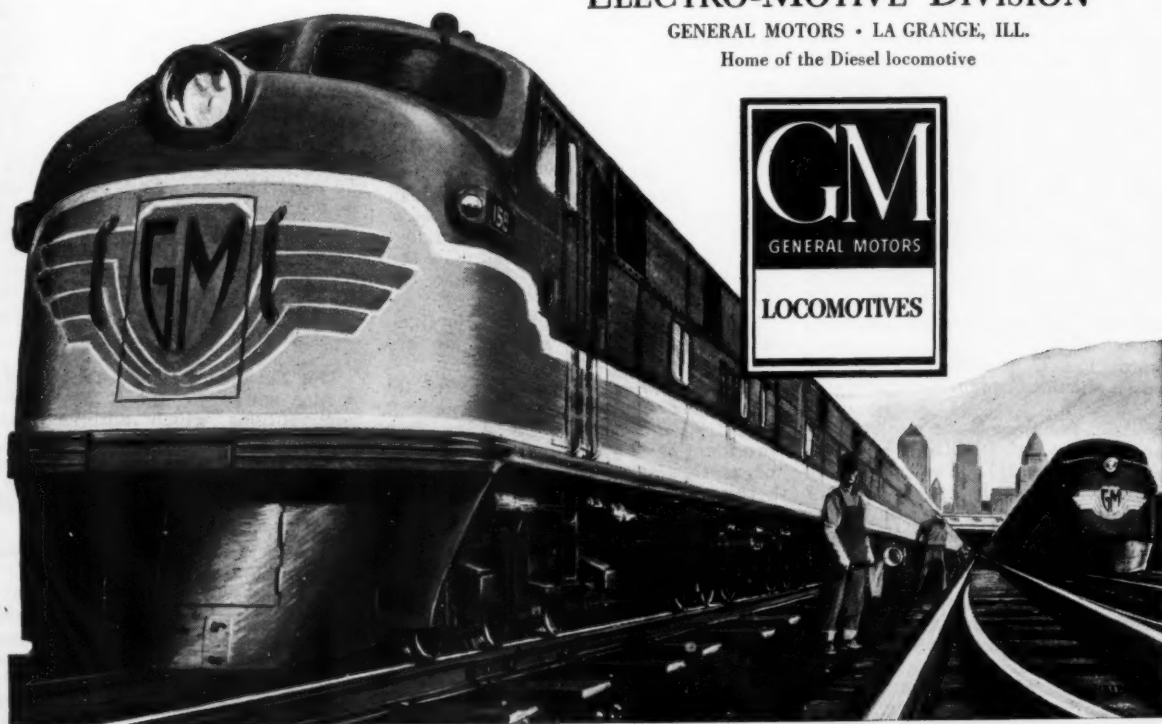
This experience has demonstrated that General Motors Diesels maintain faster, more regular "on time" schedules, cost less to operate, require less maintenance and service and have a far longer useful life than any other type of locomotive.

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Fact and Opinion

By the Editor

America's own Captain E. V. "Eddie" Rickenbacher—"the indomitable Rickenbacher," as we and millions of other admiring Americans love to think of him—is going to give **MANAGE** a hand during 1949—help us to "clear the skies over America" of fallacy and misconception. Swell news, isn't it!

Beginning in January, **MANAGE** will present his own column, **GRIST FROM FREEDOM'S MILL**—epigrammatic in character—and hard-hitting, we assure you (as befits that superlative Rickenbacher record).

Says "Captain Eddie": "The idea—of a column from me in **MANAGE** each month—is not an attempt on my part to convert its readers to my way of thinking. It is, rather, to stimulate thought and discussion about the large and little things in life which, together, avalanche into the great mass of national and international problems and events.

"While I propose to hew to the American line and let the chips of contention fall where they may, I do not intend to be either a gloomy prophet or a truculent crusader.

"Like you, I have profound faith in the high destiny of America to lead the way in human progress. Like you, I believe in firm resolve of all loyal Americans to maintain their heritage of Freedom and extend it to the ends of the earth."

In the December issue, look for a full-dress biography of your own "All American" Rickenbacher—in January, the "take-off."

From the Management Men of America, thanks, Captain Rickenbacher!

In-plant gambling is the subject of a recent survey by **BUSINESS WEEK** (issue of August 21). The publication concludes that nearly every industry has employees running gambling operations and that aside from any moral question, they steal from productivity.

In one instance, after discharge of an employee conducting widespread gambling operations in his department, production increased more than 20 per cent.

Attitudes of executive management vary, according to the article. Some fear trouble may result from a crack-down; others try to restrict it to locker

rooms during lunch or rest periods; still others take positive action to stamp it out.

Undoubtedly, widespread in-plant gambling operations have an undesirable effect on productivity. Moreover, they lessen the pay-taken-home and thereby contribute to dissatisfaction as to wage levels.

We believe most executives would like to see the practice minimized. Foremen and supervisors can help by refusing to participate, if they have been in the habit of doing so. If executive management approves, management clubs might undertake an effective campaign against it, using methods similar to those helpful in safety campaigns, especially poster techniques. In instances, unions may support such a campaign.

BUSINESS WEEK has performed a distinct service to everyone in industry by bringing this situation into the open.

Glenn Gardiner is vice president of Forstmann Woolen Company. In September he addressed the American Management Association's Conference on Personnel. He made this recommendation: "Personnel departments should measure their effectiveness by the degree to which they function through the line organization, particularly through the foreman."

He pointed out that centralization of personnel functions has often subtracted from the foreman's prestige—and observed that human relations can not possibly be any better than the foreman makes them.

Up and down the U. S. A., foremen will shout "Amen!" to that, we are quite sure.

Mr. Gardiner's ideas are carefully scrutinized by executives throughout industry, for aside from being vice president of "Forstmann", he is author of a regular executive management service widely subscribed to by senior industrialists. And considering the tendency of executives today to make more effective use of the foreman-management arm, there is a fair possibility that his recommendation may win more general acceptance.

Mr. Gardiner concluded that his remarks embodied a challenge to the modern personnel manager. Swell, isn't it?

But . . . he also made another observation during his address: "In the

days ahead, we will not be able to retain in our organization, supervisors who are not positive industrial relations assets."

If his address constituted a challenge to the personnel manager, we characterize it as *much more than a challenge* to foremen—a friendly "alert", certainly. We know of plenty of foremen who are busy enlarging their knowledge of industry's problems and of good manager techniques so they will not be caught unprepared to take on more positive responsibilities. We also know of many more who regard it as beneath the "dignity" of a two-fisted foreman to "stoop to study."

Don't mind editors. They can be awfully dumb sometimes. This one just doesn't understand—what kind of "dignity" is that? Isn't it likely to be pretty costly? If anyone cares to write in and give him the low-down, he'll see that everybody gets a chance to read it.

Popeye's spinach is powerful "stuff". Ask any wide-awake kid out of diapers. But we've never seen any of that kind of "stuff" handy around the plant when a fellow has a tough management problem to deal with—one of those the men sometimes toss in your lap around 3:30 in the afternoon when you're "up to your ears." We still have to count on what sense we may have and whatever ideas we have picked up here and there.

You will find quite a few ideas in this issue. When the "Silver Anniversary" Convention of the NAF was held in Philadelphia in late September, some of the best informed men in industry took time out to attend and give the boys their answers to one problem after another. **MANAGE** has attempted to bring you their thinking. The pages devoted to sectional conferences are packed full of suggestions and information you can make use of, as are the formal addresses.

The only way we can repay them is by absorbing as many of their ideas as possible so that we, too, can do our share in providing a better management leadership. Our suggestion is to study them during the next several weeks. Management clubs could benefit by arranging group discussions built around the data presented.

Our Foreman's Round Table is off to a nice start. So far it has received contributions which outlined "problems". We should like to broaden it somewhat. During the coming weeks (but start now) write the editor a letter—about a page—telling of such experiences as:

1. My Most Embarrassing Moment (as a supervisor).
2. What Would You Have Done?
3. My Best Single Stroke For Safety.

There is always a chance that many others can be aided by our own experiences. That's what **MANAGE** is for—to aid in exchange of ideas. It's also your magazine. Let's get going on this one.

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STEEL FACTS for October reminds us of the new and intensive steel scrap drive. Sources: industrial establishments, auto wreckers, farms.

Same source discloses that today a dollar buys about 61% as much steel (wholesale) as in August, 1939; whereas, by parallel comparisons, purchasers of many other commodities are getting lesser quantities: lead, about 26%, butter 30%, print cloth 27%, pork 22%, cotton 27%. Since steel prices are of basic importance to all industry (and to agriculture) and since more scrap will help maintain production and thus help to hold prices, let's turn up any scrap available.

MANAGE will present in future issues a series of exploratory articles of which "Science Views The Near Future" by Dr. Robert M. Bowie is the first. We believe that all management will find them both interesting and informative.

Typographical error: October issue in the left column of Page 11, last paragraph, Whiting Williams really said that since the "Taft-Hartley" Law "our own battle between the leaders of industry, government, and labor has now (instead of not) become much less bitter." This is a significant difference which we hasten to recognize.

B. A. HODAPP ACCEPTS ... CALLS FOR PLEDGE

PHILADELPHIA—President B. A. Hodapp, re-elected for another term, transmitted this message by recording, made at his bedside in a Columbus hospital, to the NAF Convention.

"Mr. Chairman, and members of American management:

"I would give a great deal to be with you at the 'Silver Anniversary' Celebration of our Association because it is an event to which I have looked forward for many, many months.

"I have been notified that the members of The National Association of Foremen, through their board of directors, have elected me president of the Association for a third period. This honor is one which I value highly. It makes me very happy to again have the privilege and responsibility of serving this organization for I believe wholeheartedly in the principles for which it stands.

"In accepting the office of president, I want you to know that I am fully conscious of the very real challenge facing all of us as management men today and that I have the utmost confidence in the other officers, the board, the membership, and the industries which they represent.

"Our concept of unity in management has been tested and proven. Our activities toward a greater acceptance of that concept have met with many obstacles, but the importance of this objective and the satisfaction in its attainment is worthy of all our efforts.

"These are difficult times in America. Our very economic way of life is in

danger of encroachment and infiltration by those who would administer to us the fallacious pill of collectivism. There is only one solution. We must fight for an understanding of the facts, for productive achievement, and for unity of purpose in action.

"Gathered here in the birthplace of our Republic and its freedom for the individual man, it is important that we all take renewed faith from the conduct of our forefathers who made possible this country of ours—that we pledge ourselves to continuing effort to produce an even better land for the next generation. Freedom and responsibility are inseparable—and they are America's precious heritage."

"We, the readers"



Note: MANAGE appreciates the steady flow of congratulatory messages from management clubs and from many individuals throughout industry . . . but prefers not to place them "on parade". They are, however, a very real inspiration to the staff. Thanks!

Editor:

Congratulations on the first two issues of **MANAGE**.

I thought you made a fine start with the September issue. The October issue is even better!

The article by Mason M. Roberts (The Higher Vision For Management) is one we would have been proud to have for one of our religious publications. I am calling it to the attention of our General Manager with the suggestion that he refer it to our editors.

At Philadelphia it seemed to me that the speakers were too much anti-labor, and some of them definitely reactionaries! I like the positions of Mr. Belding and Mr. Roberts as stated in your October issue much better.

I hope you can continue to find a happy balance in our magazine. Americans do not want either liberal socialism, or reactionary capitalism.

Christian Board of Publication
A. E. Browning
Assistant Auditor

MANAGE hopes to further acceptance of and enthusiasm for the American competitive system by avoiding "resistance" pockets and by a positive approach. It believes there are sufficient fundamentals in the system that most thinking Americans can agree upon, to build from them as a foundation. We like the positions of Mason Roberts and "Don" Belding, too. Ac-

tually, Mr. Roberts took some of our labor leadership to task—and rightly so—although he was more charitable than many of labor's leaders have been in characterizing management.

As to the NAF Convention speeches, all of them are contained in this issue in substance. Perhaps some of our foremen-readers will let us have their comments as to whether they are "anti-labor" or "reactionary" in character.

Thanks for your own comments, which are sincerely appreciated.

Editor:

Congratulations on the fine start you have made with Volume I, Number 1 of The National Association of Foremen's publication, **MANAGE**. I have read the articles with great interest, and I am particularly impressed with the article, "He Must Be A Leader," by William B. Given, Jr., President of American Brake Shoe Company. Mr. Given is achieving increasing recognition for this "bottom-up" type of management, and I should like to give wider currency to his ideas by reprinting this article in **AMERICAN FOUNDRYMAN**.

Herbert F. Scobie, Editor
AMERICAN FOUNDRYMAN

Thanks, Herbert Scobie. We wish every foreman and every senior executive in American industry could have an opportunity to read Mr. Given's article.

To President B. A. Hodapp:

The decision of The National Association of Foremen to undertake publication of a new national business magazine dedicated to improve the understanding in all levels of management of the practicable workings of the American system of free private enterprise, is most timely.

There is a new and growing appreciation of the need for a better understanding of our economic system not only on the part of the public but on the part of the foremen and supervisory groups in American industry. There is a renewed urgency that industry discharge its responsibility for maximum production. There is growing emphasis in industrial relations programs on doing a better job of employee communication.

These objectives cannot be effectively realized in industry without improved management unity and better communications and teamwork between all levels of the management group from foremen to the senior executives of the company. A company supervisory organization is the best means of employee communication available to it.

I am convinced that your organization, through its new publication, has an opportunity to be of real assistance to management in this vital field and to make a real contribution toward objectives in which we are mutually interested.

Earl Bunting, Managing Director
National Ass'n of Manufacturers
New York



DEVELOPING MANAGERS... *Grow or "go".*

"If you can be a boss and act as though you are not, if you can be just as pleasant and as agreeable as if you had no authority, if you get things done with requests rather than with demands, you possess one of the real secrets underlying the management of men."

"Real security, in the form of self-development, is the one thing you can't lose or have taken away from you . . . progress, ideas, education and learning can not be bought. They must be earned."



By
"Bill" Levy
NAF
Director
of
Education

A MEETING . . . IN DAYTON . . . CHANGES . . . MEN'S ATTITUDES (The Management Unity Seminar)

(So far) At the request of their general manager Bill Jones, Al, a maintenance foreman and Fred, an electrical foreman, are attending a week long NAF Seminar in Dayton. Bitter feeling exists between them because in past years Al, while with the Union physically man-handled Fred. For two days they have listened and participated with mixed emotions in a program of background material in business principles and human relations. What they see, hear and think continues.

IN DAYTON . . . (Continued)

It's Wednesday, 8:59 a.m. and everyone is at his seat including the leaders. Al and others have placed a toy whip and a card "To Simon Legree" on the moderator's chair and someone drew a comic character labeled

"Teacher" on the stand. Everyone gets a bang out of it and joins in the laughter. It is a good sign. Unconsciously, the men are expressing their appreciation for the snap and precision with which the program operates. Ribbing the men about the fresh, bright look so early in the morning, the moderator kicks the program off.

Tommy, a personnel manager from the East, Mac, a foreman in a specialties company and Chuck, a former shop foreman who is now spending full time with a large and successful management group make up the panel. The first topic is "Club Organization" and each panel member briefly presents a description of the club he represents, how it got started, its eligibility requirements and the reaction of foremen and top management to the club. This is followed by open panel discussion built around questions raised by the Seminar group. A question is fired to the panel.

"Do you permit a foreman to join your club who is affiliated with a Union?"

"Yes, as individuals they can belong to anything they please but the club can not be used as a collective bargaining unit according to our constitution and the requirements of the national office."

Someone asked Chuck, "Do you find top management throughout your city accepting NAF and its purposes?"

"By and large, I would say yes . . . with varying degrees of development in understanding, accepting, believing and practicing its philosophy and objectives."

Questions and discussion follows in such areas as when and where should the club meet, size of club, how far can top management go in providing financial assistance without developing a feeling of paternalism.

Al is not used to sitting very long without firing a question but he's wrapped up in thought. (Mentally.) "This stuff sounds all right as they give it but what's the angle? Dammit, I should be able to trip up young, inexperienced punks like these. I've got it."

Question: "Can you give me any actual cases in your set up where there

has been an increase in production, efficiency, or wages, because of an NAF club?"

Mac pointed out that in his company, because of the improved cooperation and understanding between all members of management, production efficiency increased 11% over a period of two years and the foremen getting three increases without asking for them. Similar illustrations are given by Tommy and Chuck.

When asked by the moderator if his question has been sufficiently explored, Al replies, "Yes, Thanks."

It is recess and coffee time. Jim, the bachelor and "wolf," is kidded by his roommate about an incident that took place last night. Apparently, Jim had spent two days trying to date the telephone operator at the hotel. She finally gave in to his persuasive line on the phone and agreed to go with him Tuesday night. Jim had done a little bragging so a few of the boys hung around to see what she was like—5 by 5 . . . about 50. Jim had been taken by a beautiful telephone voice.

Up to now the men had spent most of their time in the conference room. Following the break for coffee, the gang went around the office of the national headquarters. They saw the library and the various departments and Jim came up with the classic remark, "These girls not only have the 'new look'—they also have the 'is look'."

The next area considered by the panel is "How to Develop an Effective Program That Makes a Club Click." As in the previous session, each panel member makes a short presentation. This includes (1) the program of the club organization meeting, (2) one typical meeting after the club is organized and (3) a sample year's program. Questions fly thick and fast. Many of the men, including Fred, are getting warmed up to the possibility of the "Unity in Management" concept and want more dope on the actual details. Typical of their questions are:

"What does it take to set up a good monthly program?"

"Advance planning . . . timing—a program that clicks . . . variety . . . the program must have definite value and apply to day by day activity."

"What kind of activities do you have during the month between club meetings?"

"Training courses . . . plant tours . . . board meetings . . . committee meetings . . . booster meetings, etc."

"How much of your program is educational and how much entertainment?"

"About 75 per cent educational . . . remember, education in its broadest sense . . . anything that brings about improvement of management."

"What are your board meetings like?"

"Take up business of club . . . funds, program and policy . . . if club grows more business is conducted in board meeting and less in general meeting

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... function of board is to initiate, plan, delegate to committees—control and check.”

The break at luncheon finds the group almost as a unit going to the same restaurant. Fred and Al find that because their respective buddies are going with the group they're together for the first time outside of the conference room. A coolness exists and they don't speak to one another directly. Russ, the foreman from down South, is engaged in a spirited conversation with Jim.

“That's a damn good idea, Russ,” says Jim. “Let's see what the other guys think about it? How would you fellows like to get together for a ‘bull’ session in Russ’ room to talk over the NAF proposition and let our hair down?”

“Suits me.”

“Deal me in.”

Most of the men responded at once.

“I've a bottle of Canadian Club that I've been saving,” says Russ. “You know I don't drink and I'm afraid it will break going back on the train.”

“Okay Dixie, we'll come along to help you out with your bottle,” says Al's buddy, who has found Russ a lot of fun and a good Joe.

A couple of fellows leave to buy gifts for their kids and the rest start back to the Seminar.

“Club Officers' Training” is discussed in the early afternoon with the panel members putting on their usual fine performance. The gang is in a good frame of mind and there is a lot of wise cracking and by-play between Russ and the fellow at the opposite end of the conference table. A lively discussion centers around “Who should serve as officers?” With about half the group maintaining it should be foremen and general foremen and the rest arguing for anyone regardless of title or department. Good arguments are presented on both sides and the discussion is finally closed by the moderator who states, “There are three sides to every question, yours, mine, and the right one.”

A 25-passenger bus is waiting at 2:45 to take the group to a steel plant out of town for a tour and dinner. On the way we pass the headquarters of the Air Service Command and the men are impressed by the new jet-propelled planes and huge bombers that are flying overhead. The bus trip is less than an hour and the time actually seems shorter because of the kidding and by-play that goes on.

For most of the men this is their first visit to a steel mill and they are greatly impressed by what they see and hear. The extremely efficient and courteous guides explain the charging of the open hearths with hot metal transported about 20 miles in special cars, lime stone and other ingredients. They look into the furnaces through colored glasses and see the churning, boiling molten metal. After watching a heat being tapped, they follow the

ingot through the continuous hot, rolling process. Rolls operating with ever increasing speed reduce the metal to the desired thickness after which it is rolled into coils. The group is fortunate in seeing that relatively rare occurrence—a “cobble.” The metal buckles on the rolls and forms what looks like Christmas-ribbon candy.

While walking along, Earl, a Seminar member from a steel plant in Pittsburgh, notices that the salamanders used by the men for keeping warm when not working, have a circular metal band extending about a foot from the outside surface from the salamander itself. He stops and says to one of his friends, “Well, I'll be damned. We have had a lot of burnt britches and butts by fellows hugging the fire and we never thought of this.”

After leaving the hot mill the men followed the steel through the cold rolling process and are impressed by the speed and accuracy with which everything takes place. At the end of the two hour trip they unanimously agree that it was a real treat.

An excellent meal that evening and good fellowship sets the stage for an enjoyable period of questions and discussion about the trip. This is led by a plant official assisted by technical heads and the guides. The men are anxious to know more about the “spirit” of cooperation and understanding which seems to be part of everyone at the plant. It is pointed out that it developed over a period of many years and has proved its worth time and again.

Earl, speaking for the group, expresses their appreciation and makes the comment, “In the steel industry we look upon you as the Good Christian and your principles have a marked effect upon all of us.”

The bus takes the men back to Dayton and the day's program is completed.

(TO BE CONTINUED)

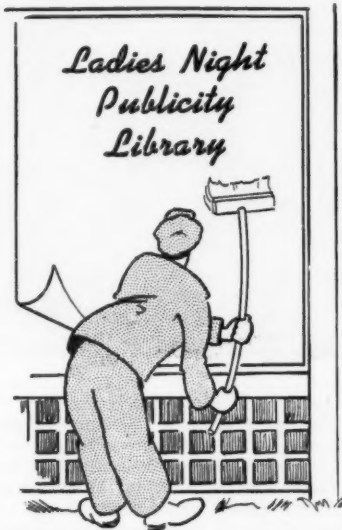
(Next month we will continue with Thursday's and Friday's activities and let you look in on an informal bull session where the men let down their hair.)

HELPS and HINTS . . . For Management Clubs and Their Members

By “Bill” Levy

Bill Levy is initiating this column upon the request of many people in the field who took part in the Club Officers' Training programs, Seminars and other training activities by the National office of the NAF. They asked, “Why don't we get a steady flow of tested ideas that we can use to make our club meetings more effective and keep our

men more interested.” If you have tried an idea and it clicked, let us have it and we'll pass it on.—The Editor.



“So Joe Won't Turn Out For Ladies Night!”

This is an easy one. Send a printed invitation to the home addressed to “The Boss” and the little woman will see that he gets out with bells on. Did you ever see a woman pass up a chance to show off her new outfit and get a look at these guys that Joe works with and talks about—and their wives?

You know, Joe may think he is a big noise at the shop but it's like my wife says, “You might be ‘Big Bill’ down town but you're ‘Little Willie’ at home.” By the way, you might get her a gardenia or a small favor at the meeting so she'll have something to “brag on” when she talks to the neighbors at home. These women are dynamite if you handle them right. If you have a bang up meeting she'll be pushing Joe to attend the others instead of stopping off to a poker game or a bowling match. Try it.

“Shades of Reno”

Are you looking for a way to bring your club to the attention of your fellow town's people? Here's an idea described at a Seminar that really clicked. One of our city clubs in the East was planning a community activity. Three months before it was scheduled to take place, arrangements were made with the local bank to get 20,000 silver dollars. The club members agreed to take half of their pay during the month in silver dollars and an ad was run in the local paper to wit: “For the next three months you will see silver dollars floating around the town. They are being spent by the families of members of the ABC Management Club, men of management from 42 plants in our city, who are sponsoring an exhibit at Black Hall on

(Continued Page 70)



Past N A F President
Walter Blank (1931-2)
greets the Board—
hailed NAF progress.

THE LAST MEETING of the old Board of Directors of The National Association of Foremen was called to order by John Wood, executive vice president of the NAF, in the Bellevue-Stratford Hotel, September 22.

First order of business was approval of three resignations and acceptance of nine alternates—alternates were authorized by unanimous vote to have full standing on the board during the absence of the regular directors.

After the roll call, Vice President Wood reported on the condition of President Bernie Hodapp, who suffered a heart attack six weeks ago. Board members were cheered by the news that Bernie was doing very well and had been allowed, just today, to sit up for a few minutes. A motion was

made, seconded and carried unanimously that best wishes from the Board be sent to President Hodapp.

Minutes of the last meeting were approved as read.

Tom McCann, vice president of Zone D, reported on action taken by the Executive Committee in regard to the financial structure of the NAF—stated that the Committee recommended the tabling of the matter at this time, in view of the fact that several new methods of financing were under consideration. After a lengthy discussion the Board accepted the recommendation of the Committee.

The suggestion was made that the delegates to the afternoon meeting be informed.

The board recessed for lunch.

Business.....

At the meeting of all directors and club delegates, Director Russell Lund, chairman of the Nominations and Credentials Committee, explained the voting procedure to be followed in electing new directors. The names of 27 states were called in alphabetical order and the delegates of each state took their places in a special section of the room, there to accept nominations and place new nominations on the ballots. After each state's nominations were closed the delegates passed in front of the ballot box and dropped their ballot. In all, 57 directors were elected to serve for a two-year term. This is in addition to the directors now serving their second year in term of office.

In the absence of President Hodapp, Vice President Wood read his annual report. President Hodapp outlined the purposes and objectives of NAF and paid special tribute to its founders. He reported the tremendous increase in membership during the last two years. In membership alone, this amounted to 104 per cent, and by clubs 97 per cent.

After discussing some of the financial problems of the organization, he outlined the new Area Manager Plan, designed to give closer contacts to all clubs in the NAF. He stressed the fine work that the various committees were doing, and paid special homage to the Executive Committee. He thanked the clubs for their support of the "Buck or Better" campaign that resulted in



New officers: Vice presidents T. A. McCann, Walter O'Bannon, John Wood, Hans Bruhn, B. W. Messer; treasurer, Joe Cox. McCann was appointed executive vice president. President B. A. Hodapp re-elected, remained ill in Columbus (Ohio) hospital.

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Highlights Of The Board Of Directors And Delegates Meetings During The 25th Annual Convention Of The National Association Of Foremen.

the raising of \$24,000.00—enough to pay over two-thirds of the purchase price of the NAF headquarters. This home of the NAF stands as a landmark and symbol of our entire membership and provides a feeling of permanency for every member.

President Hodapp reported on the comments received from the first issue of *MANAGE*, the NAF's official magazine, and stated they were not only favorable but enthusiastic. He felt that *MANAGE* could and would be self-supporting within its first year. He stated that one of the goals he had set for himself was to increase the quantity and quality of the services of the NAF and asked the directors to assist by taking the initiative in meeting any and all needs that might arise.

In conclusion, President Hodapp pictured the increased respect and prestige accorded The National Association of Foremen by all levels of management to a degree never before obtained. The report received the applause and acclaim of the assembled directors and delegates.

James E. Bathurst, manager of the NAF, then made his report. He began by telling of the Area Manager system whereby a manager would be assigned to a specific area and would be responsible for club service and development work in that area. He then introduced the area managers present.

Mr. Bathurst said he believed that the removal of causes of conflict and misunderstanding is a prime objective of NAF and that given 25 years the NAF will be the means for preserving American industrial management.

He stated that one of the most im-

The voting—George Happe, Los Angeles, casts a ballot.



portant problems was the lack of appreciation by foremen of the opportunity of membership in the NAF and that this opportunity to belong to a fraternity dedicated to developing the best in management was not thoroughly understood. The success of the NAF would depend to a large extent upon the success of each officer in each club.

Walter Blank, past president of the NAF in 1931 and 1932, was introduced and spoke on the fine progress made by the NAF the last several years.

The general meeting was then adjourned to permit meetings of the newly elected directors to select zone vice presidents. When the general meeting was reconvened, it was announced that the following were elected vice presidents for the coming year:

- Zone A—B. W. Messer, Lockheed Aircraft Co., Burbank, Cal.
- Zone B—Walter O'Bannon, Jr., Walter O'Bannon Co., Tulsa, Okla.
- Zone C—John Wood, Kalamazoo Vegetable Parchment Co., Kalamazoo, Mich.
- Zone D—T. A. McCann, Sylvania

Electric Products Co., Emporium, Pa.

Zone E—Hans Brunn, Corhart Refractories Co., Louisville, Ky.

By unanimous vote, Joe E. Cox, Delco Products Division, GMC, Dayton, Ohio, was re-elected treasurer.

Reports by the Scholarship, Publicity and Membership Committees followed.

During the report of the Membership Chairman given by T. A. McCann, applications were approved from the following new clubs:

Greensburg Management Club, Greensburg, Pa., Zone D.

Sylvania Management Club, Altoona, Pa., Zone D.

Oscar Mayer Management Club of Chicago, Chicago, Ill., Zone C.

Fore-Casters (National Malleable), Cicero, Ill., Zone C.

PAA Management Club of New York, New York, N. Y., Zone D.

Consolidated Rock Management Club, Los Angeles, Cal., Zone A.

The meeting adjourned until evening.

During the session of the board meeting following dinner, reports of the Club Service, Education, Indoctrination and Ways and Means Committees were presented; also the auditor's report for the fiscal year ending July 31, 1948. The evening session of the board meeting adjourned at 11:30 p.m. and did not reconvene until after the convention on Saturday morning, September 25. T. A. McCann, newly appointed executive vice president for the coming year, presided during the meeting.

The directors devoted considerable discussion to the budget for the coming year with a view to still more effective utilization of funds available for NAF activity.

The Achievement Award Committee presented its report and read the names of the national and zone club winners, the Woodhead Trophy, and the two membership certificate winners, as follows:

Zone Winners:

Zone A—Grayson Administrative Conference

Zone B—Rocky Mountain Foremen's Club

Zone C—Foremen's Club of Columbus

(Continued Page 56)



Delegates and directors as sessions opened at Philadelphia's Bellevue-Stratford.

LABOR PANEL STRESSES FOREMAN'S ROLE IN EMPLOYEE RELATIONS

By D. H. McIlvaine,
Director of Public Relations,
ACF-Brill Motors Company

Experts From Industry And Government Show Foreman As All-Important In Collective Bargaining, Handling Grievances and Accident Prevention.

Editor's Note: Mr. McIlvaine covered this important panel as a special courtesy to MANAGE which expresses its appreciation for the excellent summary which follows.

FOUR well known experts on employee relations both from industry and government presented one of the highlights of the recent NAF Silver Anniversary Convention program at Philadelphia, sitting as a special labor panel presided over by James H. Robins, president of the American Pulley Company and the Metal Manufacturers Association of Philadelphia.

Keynote of the discussion was the foreman's importance in giving prompt, fair and serious consideration to every employee complaint, no matter how trivial, to preserve morale and prevent the many usual minor charges from being magnified out of all proportion at the next collective bargaining meeting.

This same theme was stressed in connection with plant safety by the Honorable William H. Chesnut, secretary of Labor and Industry, Commonwealth of Pennsylvania. Mr. Chesnut emphasized that a most important part of the foreman-employee relationship rests on safety of the worker, and that foremen are the one principal group in any plant primarily responsible for accident prevention. Many grievances, which later come back to haunt those at the collective bargaining table, are directly traceable to unsafe plant working conditions or practices, Mr. Chesnut said.

Industrial accidents last year cost industry three and three quarter billion dollars, 44 million man days of work and 150,000 workers lost. This is a needless and unwarranted raid on our industrial output. A few companies have recently established psychiatric departments to ferret out those workers, often called "accident-prone repeaters", who are emotionally disturbed and accordingly literally walking hazards in a plant.

Russell L. Greenman, director of Employee Relations, General Cable Corporation, spoke next on how the foreman can help directly in collective bargaining. "The foreman, no matter what his particular role, is all-important in satisfactory labor relations", said Greenman. "When contract time rolls around, the union will not forget incidents, however small, occasioned by the foreman in breach of the contract.

Remember, employees have long memories". Greenman urged foremen to keep in close touch with their men so that they may know better what the union is thinking and will request at the next collective bargaining meeting. The foreman must be very familiar with the union contract and also be sure of his facts in interpreting the contract. In handling a grievance, said Greenman, first get the facts, make an investigation of these facts and, above all, avoid hasty conclusions until all of the facts are ascertained.

The next panel member, W. H. MacMahon, executive secretary of the St. Paul Committee on Industrial Relations, related his code of the DOs and DON'Ts for handling shop grievances. The prime vocation of the foreman, said MacMahon, is a good knowledge and understanding of the labor agreement. If he knows it well, his prestige in the shop soon rises in the workers' minds.

Failure on the part of the foreman, according to MacMahon, to give serious consideration to an employee's complaint causes a disgruntled employee and a "bad slant" in his mind toward the management. Since the grievance is first presented to the foreman he should have the first opportunity to discuss it with the employee, and because the foreman knows the employee best, he can often get to the bottom of the problem and solve it directly.

Often a minor grievance is only a shield for a larger one to be presented later. The foreman who keeps keenly on the lookout for these points and passes them on to the superiors who will subsequently have to negotiate the new contract, is doing a real service for his company. Watch such small

grievances for signs of the opening barrage leading to bigger ones. Often, too, the foreman is able to find the motive for a complaint which may be absurd but, nevertheless, help him to render a quick answer.

In those plants where all grievances are presented through the shop steward, the foreman should cultivate the latter and get to know him well—this may serve well later on when the "chips are down". Above all, the foreman should remember that a labor agreement is not a "one-way street". Act fairly and promptly; avoid appeasement to circumvent a show down; hear all complaints no matter how trivial, for a man's pride is a delicate article; avoid favoritism and do not brush off any complaint if you wish to preserve morale. A foreman should be sure that all settlements are made in accordance with the contract, avoid extra liberal settlements and, most important, follow up all such agreements to make sure they are kept.

MacMahon summed up his ideas on handling grievance by listing ten DOs and ten DON'Ts as a guide for all foremen:

DO: Give prompt consideration; investigate; study motive; give prompt hearing; hold cordial discussion; have good knowledge of contract; expedite settlement; hold to terms of settlement; know employees and shop steward; and give sound and impartial judgement.

DON'T: Don't brush off; don't pass the buck; don't appease; don't make extra liberal settlements; don't jump to conclusions; don't delay settlement; don't make promises that can't be kept; don't show favoritism; don't violate contract terms in a settlement.

Concluding the program G. D. Reilly, attorney and former member of the NLRB related that an alert management will take advantage of the "Taft-Hartley Labor Act." He stated that the new act has done nothing to impair the rights of organized labor, in spite of the effective propaganda being put out in an effort to get the act repealed. This propaganda has been so effective, however, that one of the major political parties is recommending its repeal. But management has every reason to want to see the act continued.

"There is nothing in the new act which gives industry the power to hurt labor, and all bargaining clauses contained in the original Wagner Act are intact in the new law", Reilly stated. "But it does make unions cease being monopolies. The closed shop was gradually putting a strangle hold on all industry".

In the field of negotiating new con-



American Pulley Company's President James H. Robins, opens the panel—introduces participants.



Keystone State's Secretary of Labor and Industry Honorable William H. Chesnut observes the audience as General Cable's Employee Relations Director Russell L. Greenman warns foremen: "... Remember, employees have long memories."



G. D. Reilly (left), formerly NLRB, weighs W. H. MacMahon's (St. Paul Industrial Relations Com.) statement: "Often a minor grievance is only a shield for a larger one to be presented later."

tracts, the new act is very helpful to company negotiators. The alert management will bring any legal issues to a head early in the negotiations before they cramp the entire proceedings. Legal issues should be settled first before any discussion is begun on wages, hours or other specific issues on working conditions. The regional office of the NLRB hears cases on legal issues,

while the Mediation Service only brings parties together on bargainable issues.

Often, according to Reilly, devices to circumvent the "Taft Hartley" Act are "sold" to management by certain unions and serve only as subterfuges which will be of little value. They are signs on the part of management of either timidity or indifference to the

long range progress of their entire industry in future labor relations. Some, such as secondary boycotts, invite prosecution.

In conclusion, Reilly pointed out that because this is a national political campaign year, political considerations are unfortunately entering into our fair analysis of the new act which might not otherwise be the case.



OF THIS WE ARE PROUD...

... of the electrical home appliances we build and the men who build them.

For over 30 years the products of Leonard and Kelvinator have been synonymous with excellence. And behind the great public acceptance of these electrical refrigerators, ranges and home freezers is the initiative and integrity of the supervisors who have made this fine standard possible.

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Divisions of the Nash-Kelvinator Corporation



If Potatoes Were Dollars...

You remember what happened during some of the pre-war years when too many potatoes flooded the market. Potatoes got cheaper. They sometimes dropped to a few nickels a bushel.

If potatoes were being used for money, and this happened, you'd need many more potatoes than before to "buy" the other things you needed.

Exactly the same thing happens when too many dollars flood the market. Dollars get cheaper and it takes a lot of them to buy what a few would buy before.

More than three times as many dollars are in circulation in this country today, in people's pockets—outside of banks, as in 1940, just before the war. And the amount of money in banks has more than doubled.

Think what potatoes would be worth if the

potato supply had increased that much over a normal year! Then you can see why dollars are worth much less than in 1940; why it takes so many more dollars to buy the things you need.

This oversupply of dollars came in part from war spending; in part from government overspending for many other purposes, before, during and since the war.

It is easy for any administration to sidestep its problems by pouring out vast amounts of money, but it's hard on all the rest of us who have to live and do business with these cheaper dollars.

Money will stay cheap until a change of policy holds government spending well within income. The savings thus obtained can then be used to reduce the oversupply of money by steady payments on our national debt.

REPUBLIC STEEL CORPORATION

NO. 1 IN A SERIES—"WHAT WE'RE UP AGAINST"

This is the first in a short series of messages published by Republic Steel in an effort to put into plain language some facts about the conditions we all face today, why we are facing them and what can be done about them. The second in the series: "BOOM . . . Another \$1600 Shot away" will appear shortly. We hope that you will watch for these messages, read them and pass them along to your friends.



Sectional Conferences

The presentations in twelve sectional conferences from the 25th Annual Convention of The National Association of Foremen in Philadelphia's Convention Hall, September 23-25, 1948, are summarized in the following pages. No effort has been made to retain separate identity as to material presented where more than one conference leader participated—hence, specific statements in the summaries are not necessarily to be imputed to any individual leader.

Presentations in the workshops, which related to NAF management club methods and procedures, will be published in the December issue in order that adequate space can be given them.—

The Editor.

Briefing session during breakfast of conference and workshop leaders. Dr. William Levy, education editor of *MANAGE*, (speakers' table—finger to mustache) outlined procedures.



Attendance at conferences, workshops was excellent—interest keen.

OUR AMERICAN ECONOMIC SYSTEM- HERE'S HOW IT WORKS

CHAIRMAN: EDWIN M. CLARK, Vice-President, The Bell Telephone Company of Pennsylvania

LEADERS: FRED G. CLARK, American Economic Foundation, New York, New York
R. S. RIMANOCZY, American Economic Foundation, New York, New York
H. W. LUNDIN, Hill & Knowlton, Inc., New York, New York

PRACTICALLY everything that the hourly wage worker ever learns about the policies and objectives of management is learned through his contact with his foreman.

It is important that you, as a foreman, understand how the corporation pay envelope fits into the economic machinery, and it is also important that you pass on this understanding to the men working under you.

Physically, the corporation is a collection of tools of production.

One reason these tools exist is that a group of people (stockholders) placed some (or all) of their savings in the corporation.

Without the savings, the tools would not exist, and the savings would not be converted into tools unless the savers believed that they would be paid for the use of the tools.

Without the workers, the tools would not exist because only through their use by the workers can they produce and earn. The workers work only because they know that they will get paid for the use of their human energy.

The total of these two types of income (plus taxes and outside expenses) always equals the selling price of what is produced. Because, in the total economy, these taxes and expenses also become payments to workers and owners, the price which the customer pays is equal to the amount that the worker gets paid for his human energy plus the amount that the tool owner gets paid for the use and the wearing out of the tools.

If we were foremen, here is the way we would talk to one of our men who was building up sympathy for new wage demands. We would say: "Joe, you're getting off the beam; let's have a little talk about who gets how much for doing what around here."

"Let's start with you. You work here 40 hours a week. The machine you use, plus its share of the floor and the walls and the roof, costs \$6,000. That machine is the same as ten helpers put in here to work under your direction. That machine enables you to produce ten times as many finished pieces as you could produce with hand tools—about 5,000 pieces a year.

"Last year you earned \$2,500 for doing 1/10th of the work; you produced 500 pieces, and the machine produced 4,500. The production cost was 50 cents a piece. If you had done them by hand at that cost, you would have earned \$250 for the entire year. But you didn't do them by hand; you and the machine

did them together and the machine did 9/10th's of the work.

"You got \$2,500 out of it. What did the stockholder get out of it? Well, the profits for last year were 5% of all the money invested in the company. That means that the fellow whose \$6,000 you are using in the form of that machine got \$300 out of the deal; that is, he would have gotten \$300 if all the profit had been paid out in dividends. But 1/2 of the profit was held in the company, so he actually got \$200.

"Now you want a raise. Where is it going to come from? If you were the guy that got the \$200 for accounting for 9/10th's of the work, would you give up much? Of course you wouldn't.

"The only other way to get it is to raise the price to the customer. You know what our stuff sells for at the store; you buy them yourself once in a while. Since V-J Day we have already raised the price 55%, and I'll bet you or your wife gripe a little bit when you buy back your own stuff. How much more would you be willing to pay before you would buy another brand or not buy at all?

"One thing that makes America such a good place is that the customer can do any damn thing he wants and nobody can stop him. When there are no customers, there is no payroll. When there is no payroll, there are no jobs. You might think that the brass hats are tough on you, but actually, it is the customer who is tough on all of us.

"Everybody in this company is in the same boat, and if we don't want the boat upset, we've all got to pull in the same direction. The way for you and the stockholders—all of us—to get more, is to get more production out of

that machine." That, gentlemen, is the way we would talk, and we don't believe that there are many American workers who wouldn't say: "Okay, I'll play ball."

Ours, if a system at all, is a Personal Property System. Personal, because it belongs to you—you worked for it.

How does our Personal Property System operate? It is based upon its own bill of rights:

The personal right to accumulate for ourselves and our families.

The personal right to work where we choose.

The personal right to employ others if we can pay them and if they choose to work for us.

The personal right to make our own decisions.

These personal rights carry with them personal responsibilities:

We are obligated to provide for ourselves and our families.

We are expected to perform a day's work for a day's pay.

We must live according to the customs of that area, subject to majority rule.

We have several special obligations to those who work for us and to our community.

We must give consideration to others in making decisions.

American industry's growth by leaps and bounds for the past 150 years has been possible only because of these rights.

The right to accumulate for one's-self, is the spark plug which stimulates personal initiative. It has given us the enviable position we now enjoy. As long as we have more than other nations, we will continue to be a target for others—seeking to pull us down to their level.

The economic status of the American worker has always been better than in other countries because elsewhere, their economy was not built on the same framework as ours—the U. S. Constitution, which spells out the rights of its citizens.

Leaders of other nations are deeply concerned with our industrial pace and social progress. Here are some of the things that cause them no end of headaches, for they will constantly be a threat to their security as top men in their planned societies:

1. The effectiveness of American competition in reducing manufacturing cost and selling prices.



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2. America's high volume production techniques.
3. The extent of luxury buying among American workers, even in the lower wage levels.
4. Our excellent transportation system—air, highways, railroads.
5. The American's commonplace regard for such luxuries as telephones, refrigerators, vacuum cleaners, automobiles.
6. The very few hours of work necessary for the average American to buy a basket of food as compared with their own workers.
7. The numerous adaptations of scientific discoveries which improve American quality and quantity standards.

8. The greatly expanded American agricultural industry which is consistently producing more than 70% greater crops with 20% fewer farmers.
 9. Our standards of education and availability of schooling.
 10. America's productive capacity and its ability to perform production miracles when called upon.
 11. Our government by majority which is diametrically opposed to the teachings of Marx and Engels.
- Others who know from experience tell us we are infinitely better off than are the people of every and all foreign countries. The personal property system must be the best system, even with its flaws.

was to introduce a rating method, which they accepted, to insure that their income and effort bore a proper relation. This had an effect in every paycheck affecting week to week security. Next, we let them know our competitive and selling problems. We said, in brief, the other fellow has machines that are exactly alike or similar to ours, his product is similar to ours—what we have to do is make more with our machines, make it cheaper and put our sales department in a position where they can commit for definite deliveries. The men were skeptical—so was the sales department. We kept working at it and the men decided to give it a try and they kept on trying—quantity and quality started up—costs down. In two years that plant doubled its output with the same men and machines. Today the men figure out ways to aid production—no one in that shop calls it a speed-up. Work has been steady, rates up and the salesmen are getting in places they never could before. In a few years a good reputation has been built up in the trade.

In that plant everyone has economic security. Who gave it to them? No one—they made it. I predict that this plant will operate when many competing plants are down; and the men in that plant know it.

Someone will say that's a nice story, but you couldn't do that in a union plant. This plant is unionized, it was when we bought it. Someone will say you had an exceptional type of worker—I'll agree—the plant is 70 per cent colored and the man or woman who can read or write is the exception.

All that happened was that a group of people—just like any other group, except that they may have had less advantages than most—rededicated themselves to a system of self reliance. The main factor in that rededication in my mind was the foremen who had the twofold job of educating themselves and the men under their supervision.

This can be done in other plants.

I don't believe economic stability can be planned and you can't even attempt planning unless people are willing to sell their freedom. That is a terrible price to pay for a possibility. Look at England where in less than two years of socialism you can't change your job unless you have government permission.

If we want economic stability and we don't—we want economic growth—then you and I have a threefold job—learn how our economy works, see that others know and make sure that our part of the productive machine is putting out all it can.

A first consideration for the individual foreman, whether the company is large or small, is that he should do his own particular job as well as it can be done. I find more companies are giving consideration to foremen in their own ranks when filling jobs at higher management levels. To be ready for such opportunities foremen must prepare for them.

For his own greater security the foreman must have knowledge and understanding of the practical require-

GREATER SECURITY FOR FOREMEN - HOW CAN INDUSTRY AND THE MEN THEMSELVES PROVIDE IT?

CHAIRMAN: DR. W. RAY BUCKWALTER, Associate Professor
Temple University

LEADERS: WILLIAM R. CAPLES, Director of Industrial Relations,
Inland Steel Company, Chicago, Illinois
JOSEPH M. SCHAPPERT, Director of Industrial Education,
National Metal Trades Association, New York,
New York

TODAY, I believe management, and by this I mean all management, has as its primary job, understanding our economic system and seeing that our economic system is preached and understood by all who are a part of it.

First, let's understand our system itself—make it a goal for yourself if you will. I commend to each of you a little book called, *HOW WE LIVE*, by two gentlemen named Clark and Rimanoczy—one of whom, Mr. Clark, is attending this meeting. It will not take much of your time but it will explain the system as well as anything I know of. Read and reread—think and discuss until you understand.

Once you understand, your job is only partly done. You are a leader in your shop and in your community because you have accepted the responsibilities of leadership and people look to you for guidance. Guide them along the right track. Correct cockeyed notions when you hear them. Give people the facts about these things that affect them. Let people know that it is only by their own efforts and acceptance of personal responsibility that they will obtain what they want—not through any magic or any planners in a government.

It wasn't so long ago—fifteen years or so—there was a deep-seated belief in our country that each individual could and should take care of himself and his future. Then came the planners, those very effective propagandists, who would have you believe that someone else—usually government—could do it better. They were so effective that today many believe that we need no longer be individually reliant but must depend on some form of collective action to get economic secu-

rity. Remember this—that with each responsibility we try to pass on to someone else goes a part of our personal freedom, and yet the cost remains with us.

Once we know and preach our way of life, our next job is to practice what we preach, where we can do it most effectively, in our own shop.

The cause of most of our trouble is lack of goods and the answer to that is production, and that lies in the shop.

All of us know the necessity of controlling cost, quantity and quality—most of the time we forget the important fourth control, human relations.

Let me give you a specific example: We bought a fabricating plant a few years ago that had never in its history made a profit. The owners reached a point where they either had to sell the plant, if a buyer could be found, or shut it down. Had a buyer not been found, the economic security of all the workers, management, production and maintenance, would have been gone and many of them had years of service. We didn't then, nor do we now, believe that the men in that plant at that time had any idea what they were doing to themselves by getting high cost unit production along with "when, as, and maybe" delivery. The men were unhappy and poorly paid compared with similar plants.

We had to work out our human relations after first making sure that management knew its job so that the technical aspects were handled and product flow was properly scheduled. The second step was to convince the production and maintenance workers that plant output and unit cost directly affected them—as individuals. That here was their security. The first example

ments of his own job. This includes an appreciation of the authorities and responsibilities of other foremen and of higher supervision.

New ideas, tools and techniques crop up all the time. Human nature is often hard to understand. But the foremen must be able to cope with the problems of machines and of men. He must be willing to learn and to maintain a healthy curiosity about everything pertaining to his job. I believe it was the late General Knudsen who gave us the following significant words on this point: "The man who knows how will always have a job; but the man who knows why will be his boss."

I find higher management meeting more regularly with its foremen for general discussion of company policies and common interests. Top managers are attending foremen's meetings more often which gives foremen a chance to talk things over with them on the foremen's "home ground."

The requirements of the foreman's job are or should be known. It can be filled by selecting someone who is qualified or by training someone to meet the requirements. After that, continuous contact with other foremen, employees and new ideas and techniques and tools is needed if the foreman is to perform effectively.

Last year, at the annual Plant Management Conference of the National Metal Trades Association, top managers and foremen gave me this observation: as top management wants the foreman to assume *responsibility*, he should be given adequate *authority*. As the foreman wants *authority*, he

must assume the *responsibility* that goes with it.

Many foremen feel insecure in their jobs for the simple reason they have not been trained for them.

I am aware that some men dislike the very thought of training. They would rather "play by ear." This is a costly practice. Discouragement and a feeling of insecurity is usually the lot of men who lack what the job requires, the know-how that adequate training can give. Failure can deter others from aspiring to foremanship.

Foremen expect fair pay commensurate with work performed. Modern rating procedures should help to eliminate cause of dissatisfaction and insecurity which may otherwise exist on this point.

Foremen should be made to feel that theirs is not a dead-end job. The more clear-cut the procedure for promotion can be made, the more it should tend to make the foremen feel more secure.

Prestige means a lot to foremen. Men identify themselves with a strong leader, one who knows where he is going and how to get there. A foreman feels more secure when his prestige is upheld by top management and other foremen. Foremen expect the support of top management in right actions. Sometimes misguided grievance procedures for employees do not give foremen sufficient consideration. The foreman feels greater security when he has the right to make suggestions, to receive explanations, to voice complaints and grievances and to appeal in case of differences.

point can be remembered unless it is dramatized by an example. An example that applies directly to the point being driven home and to the person to whom you are speaking. For example (no point can be made without one), you are speaking to a man about dirt around his machine. It will mean little unless you can tell him about a man who was injured because of similar conditions; or a man who lost a promotion because of such conditions; or a man who received a promotion because of neatness—the list has no limit.

3. NEVER ALL CRITICISM. When speaking to a man about one of his shortcomings, or when going over some breach of discipline with a group of men, never permit all of your remarks to be critical. A straight negative approach is almost always ineffective. A word of appreciation must accompany any criticism. There is some difference of opinion about whether the praise should precede or follow the criticism—or the sandwich technique should be used. There is no sure fire rule to follow in this matter. As the Dutchman says, you have to, "feel it through your wooden shoes." Most of us resent being told, "You are pretty good in this job—BUT." It is usually better to give the criticism and then end the talk with a sincere compliment on some other aspect of the man's work. If you are unable to find something good to say about a man it may mean that you have need to increase your powers of observation.

4. USE TACT. Tact has been defined as, "The ability to disagree with a man without being disagreeable" or, perhaps even better, "The ability to let the other fellow have your way."

Let's suppose that you have a man in your shop who repeatedly leaves some safety device off his machine. You can go to him and at the top of your voice say, "Put that guard on your machine and leave it on—and I mean you!" He may do it but he will not feel kindly toward you.

There are many other ways to say it and it is ridiculous to give any foreman words with which to work. If he has the correct attitude toward his men and his work, the right words will come. If his attitude is wrong—words cannot help him. Let's look at one other way to ask this man to use the guard. "Listen, Bill, I know that you can probably run that machine without the guard and not get hurt. You are the best man in the shop and the most careful. But we have a lot of new men coming in who do not have your ability. They are going to look to you for leadership. If they see that guard off your machine they will decide that must be the way a real man does it and they will leave theirs off. As a result, any one of them may lose a finger or a hand or even an arm. How about it, Bill, will you help me set a good example for these fellows who need it?"

Instead of a criticism, a pat on the back and a request for leadership. Few men can resist a good opinion of themselves. Use tact!

5. THROW THEM A FISH. Remember that absence of criticism does not constitute praise. Many foremen believe that as long as they aren't "rid-

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HOW TO EXPRESS YOURSELF MORE EFFECTIVELY

CHAIRMAN: WILLIAM F. MEYER, *Secretary, Industrial Program Services, National Council of the YMCA, New York, New York*

LEADER: DR. ARTHUR SECORD, *Director of Adult Education, Brooklyn College, New York*

THIS CONFERENCE could be called, "How to tell your men what you know." When anything goes wrong in a shop because of a breakdown in communication between a foreman and his men it is seldom because of a lack of technical knowledge on the part of the foreman. It is, as a rule, because the foreman did not have the ability to convey this knowledge to his men.

In a position of leadership, such as that of a foreman, knowledge is useless unless and until it is conveyed meaningfully to another person or group of persons. Here are five suggestions for more effective expression.

1. SPEAK THE OTHER FELLOW'S LANGUAGE. Analyze your audience. The only way to tell anyone anything is to speak his language. If you had a man in your shop who could understand only Polish you would expect to have to give him his instructions in Polish. If you couldn't speak that language you would find someone who could.

During the recent war many fore-

men called women who came into their plants, "stupid," simply because these women did not understand the foreman's language. Shop language was as foreign to these women as was English to the man from Poland. When a foreman used the language of the kitchen and the home to explain a machine to one of these women, she understood. Will Rogers once said that everyone is ignorant—only about different things. Remember that before labeling any person "stupid." Are you speaking his language?

The more a foreman knows about each of his men, the better chance he has to sell him an idea. The larger the shop and the greater the personnel turnover, the more difficult this becomes but it is an important part of every foreman's job. Get to know your men—their backgrounds, their disappointments, their problems, their hopes for the future. You can then speak to each of them in terms that he will understand.

2. USE AN ILLUSTRATION. No

ing" their men, everyone will know that his work is satisfactory. This just isn't true. Silence is no substitute for a pat on the back, a smile, or a word of appreciation. When seals do an act, the "foreman" throws them a fish. It keeps the act going. If you wish to be

an effective foreman, never go into your shop without a large pail of fish and be sure to throw one to every man who is doing his stunt well—and be equally sure that, over a period of time, it includes everyone.

LET'S FACE THE FACTS! WHAT DOES THE WORKER REALLY THINK?

CHAIRMAN: DR. WALDO E. FISHER, *Professor of Industry, University of Pennsylvania*
LEADERS: E. R. SMITH, *Director of Research, MacFadden Publications, Inc., New York, New York*
 MAURICE FRANKS, *Director, National Labor-Management Foundation, Chicago, Illinois*

A BETTER understanding of the general and widespread opinions of wage earners will help in two respects. Knowing these general attitudes, you will better understand how they will react, or why they have reacted, in certain specific ways under local situations.

From personal contact with workers and from reports of the MacFadden Wage Earner Forum are drawn these facts of workers' current thinking and attitudes.

Their attitudes toward foremen, their companies, management and industry are basically of one and the same pattern. They blame management that foremen do not give them information and understanding and do not deal with them fairly and successfully.

Three-quarters of the workers feel that in their own company they get good pay, good working conditions, have steady work. Almost as many, that they have good bosses. However, fewer feel they are doing something worthwhile, or have a chance to get ahead; still fewer that they get any facts about the business.

As to their present job, four out of ten think it's just about right for them. One out of four feels the job won't change but offers a chance to move on to a better one. One out of five do not particularly like their job—"but at least it's a living."

Pay is the big question. Three out of five say their job pays about what it is worth, but more than one out of three say that it is underpaid.

How do they make out on job pay? Half can meet expenses—nothing left to save. About one in three able to meet expenses, save a little.

Nearly half would like to go into own business. One in seven feel they have skills which could be used better on another job. Only one in four is completely satisfied where he is.

Half the workers agree with those people who believe that working hard and doing a good job is still the best way to get ahead. Only one in ten feel it's unnecessary to work hard and try to get ahead; some more felt there was no use doing it because taxes keep going up and "they take it away from you." Half expressed agreement that down underneath most of us feel there is a responsibility for giving a good day's work for a day's pay.

Factors which are most important—opportunities for advancement and wages. Surprising that opportunity for advancement was named by more than wages paid. Next come employee benefits and following that, something workers mentioned and criticized again and again: plant lighting, ventilation, sanitation.

Company parties, picnics, recreation: over half said as long as company provides a job they will take care of their own social life. Over 15% expressed that a lot of companies waste money on that phase, that people don't appreciate what they get for nothing. Only one in five thought companies should have more recreation program.

As to complaints in regard to their own company, 28% say that they have them. While wages and overtime pay leads, poor management and organization follows very closely. Other complaints: poor working conditions, no chance for advancement, no regard for the little man.

As to things their company should be doing for them which it is not doing, more than one-third said that there are such—wages and bonus payments lead, closely followed by "better working conditions" and, a very significant one, "cooperation by management".

Insurance, welfare and pension plans: nearly 9 out of 10 expressed that every company should have such a program—believe employees should pay part of the cost.

As to a retirement program, more than 8 out of 10 feel every company should have this—only a third said their own company does have it. Majority feel program should be jointly paid for by workers and company.

A point which has been agitated to a considerable degree in recent months is that when a worker is employed should he be guaranteed 40 hours pay in any week in which he works at all? Only about one-third of the workers felt so; nearly half opposed it; one in five, no opinion. Yet nearly half of the workers expressed that most companies could operate such a program if it were desirable.

Unemployment benefits to employees laid off is not company's obligation in the opinion of 45%, while 40% believe that it is—that company should lay aside funds for that purpose. Of those who believe there should be such ar-

range ment, majority say per cent of payment to workers should be from 20% to 50% of regular wage for periods varying from two to six months.

The things they want from the company:

- (1) Fair pay and a chance to really earn it.
- (2) Self respect—opportunity to feel that the worker is really part of the company, not a cog in a machine.
- (3) Security in the job, reasonable welfare plans.
- (4) Opportunity for advancement.
- (5) Fair play—elimination of favoritism—straightforward dealing between management and workers, with prompt response to complaints.
- (6) That management should be capable and efficient.

What should unions demand? More pay is named by 25%; almost as many emphasize sanitary and safe working conditions; as many more place fair treatment for all as the #1 demand. Stability of employment and welfare plans also named by smaller numbers.

More than one-third say unions are not doing all that they should. Criticize in this order: fairness to employers, honest bargaining, take more interest in members, clean own house, stop striking without proper mediation. Also, not doing things in a democratic way, demanding unnecessary pay raises.

Blame for the strikes: 37% blame stubborn management, 30% blame stubborn union leaders, and another 25% say that neither side tries to be fair.

Should pay raises come from increased prices or company's profits. 27% say that prices should be raised; 21% say not. Nearly half say it depends on individual situation.

Some 81% of all the members of this nationwide panel believe wage increases inevitably result in further price increases, although nearly two out of three believe most companies can increase wages without raising prices. How should wage rates be based—on companies' profits or on workers' production? Nearly half, 48%, feel wage rates should be adjusted in relation to both factors, 26% believe should be based solely upon workers' production, and 22% believe solely on the company's profit.

Workers are not opposed to the provisions of the "Taft-Hartley" law in general. We did not ask what they thought of the "Taft-Hartley" law—most have no idea what is in it; but we did ask attitudes on certain more important specific provisions in the "Taft-Hartley" law. In every case from 79% to better than 90% expressed as definitely in favor of each of those provisions.

Unions are campaigning against those



who voted "Taft-Hartley" law, but exactly two-thirds of the wage earners of the companies say unions should stay out of politics.

While 30% feel government should own and operate banks, from 15 to 20% feel government should control telephone and telegraph, coal mines; fewer than 9% think government should own and operate the producers of consumers goods, or other products.

Majority believe should be no discrimination as to race, creed, or color in the matter of jobs. However, most who made that statement also added qualifying notations. Some of these is they believe academically in anti-discrimination so long as it does not affect or come close to themselves—like most everyone else.

Where their attitudes are unsound whose fault is it? Certainly you cannot feel they are unreasonable, not thoughtful.

The workers' chief complaint is that they do not receive information from or about company. Of those who do receive information, nearly half don't believe it.

Many gripes and complaints of workers are due more to misunderstanding or lack of information than to actual conditions. They believe foremen and supervisors should be better informed by the company—supplied necessary information to inform the men.

Facts of situation are not so important as what the men think are the facts. If their thinking is wrong, it is because of lack of information. To give information, management's supervisory staff must know what the workers are thinking, what is really on their minds and what they want to be informed about. How that can be done involves two problems. First is how to find out what the men are thinking, second is how to transmit information so that it will get across, be understood and be accepted.

What workers are really thinking may not be things expressed by the aggressive or vocal groups.

Workers do think and are thinking; your big job is to see that they have information properly and sincerely presented so that their thinking may be sound and based upon real facts.

project and protect the ideals and policies of management in your community. Two-way benefits result from taking an active interest in church, school, civil, charitable, social and business organizations. You make your life richer and fuller. You strengthen those institutions which make for a better community in which to live and raise and educate your children.

In becoming the champion of the American story in your community, you will become identified as the representative of your company. Care should be exercised in not speaking for the company, unless you are specifically authorized to do so. However, there will be many opportunities to speak up for the things that count in protecting our heritage of freedom.

Too often industrial men are inclined to leave community and public affairs in the hands of uptown business and professional men. Such matters by default are handled by Chambers of Commerce, Service Clubs—like Kiwanis and Rotary—and professional organizations such as medical, dental and ministerial societies.

An NAF foreman's club provides a needed vehicle for industrial supervisors to jump into the swim and make their influence felt. Many supervisors hold far more responsible positions than the businessmen who are dominating their communities.

I think industrial men should make a deliberate, definite effort to project themselves into everything worthwhile in their towns. They should serve on city councils, school boards, Community Chest, Red Cross, cancer fund and other welfare drives and should be amply represented as well in Chambers of Commerce, civic and social clubs, veterans organizations and everything else which makes for better communities.

This would entail considerable sacrifice of personal time. But these are our communities and we have an obligation to help make them wholesome places in which to rear our families.

You have no idea how much personal enjoyment you will derive from such activities. A good place to start this type of activity is at the grass roots—in the factory itself. Serve on NAF committees or as officers of your management club. Help promote and carry out plant employee activities such as picnics, athletic events, garden shows, fund drives and recreational programs. Incidentally, it might surprise you how much top management notices who are active in such undertakings. I know of several instances of very worthwhile job promotions which resulted from leadership in such activities. So, you see, virtue frequently brings more than its own reward.

At the same time try to improve yourself as a supervisor. I wonder how many foremen do any extra-curricular studying in an effort to better themselves. How many read technical books and magazines? Or attend night school? Or take correspondence courses? That is part of your opportunity and responsibility. It may interfere with your fishing, hunting, working in the garden, playing poker and drinking at the club, but it will pay dividends.

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MAN

"AMERICA'S STORY"- A FOREMAN'S OPPORTUNITY IN HIS PLANT AND IN HIS COMMUNITY

CHAIRMAN: THOMAS C. COLLINS, Supervisor of Personnel, General Electric Company

LEADERS: L. C. BOOCHEVER, Director of Public Relations, National Red Cross, Washington, D. C.
E. F. BUTLER, Public Relations Director, Maytag Company, Newton, Iowa
KEN WELLS, A.A.A.A., New York, New York

I NEED not tell you Men of Management that good industrial relations is one of the cardinal principles in bringing about good public relations. But I must point out that when an industry achieves good industrial relations it becomes a part of the great story of America. And that story can't be told too often.

I look upon you Men of Management as public relations representatives of your company, your community and of the American system. With that freedom you enjoy, you have the responsibility to project and protect that system, in your daily relationships with the men in your plant and with the people in your community. You have the responsibility to create a favorable public opinion for those things you regard as priceless in our democratic society.

Your publics are the men you supervise; your fellow-foremen; your business and social contacts; all the others with whom you have contact. As public relations representative of your company you can give leadership to the activities of the men in your plant in many different ways. I am assuming your competence in the field of production. I am thinking of those relationships that command the respect of the men you supervise.

As you know there are many such

relationships. I am thinking of such a thing as the sale of war bonds, or getting contributions for various recognized charities, or encouraging your men to sign up for home study courses, or for participation in a quality control program. I recall from my experience that we could generally tell in advance those parts of the plant where we could count on a good response from the workers. Invariably, the response was in direct proportion to the strength of the influence of the foreman. Foremen who were indifferent on their jobs, or who just got by, were the ones who made the poorest showings in the things that strengthened the morale of the plant. The reverse was true where we had ambitious, alert, public spirited foremen.

As public relations representatives of your plant you have the responsibility to project the ideals and policies of management to your fellowworkers. Take an active part in your foremen's club. Help in the program. Give leadership to its education and social functions. It isn't enough to be educated. Stay educated. Your club can play an important part in your growth and in turn, you can help your fellow foremen grow.

As public relations representatives of your company and of the American system, you have the responsibility to

Once a man has picked a job, he must be sure he wants to pay the price of getting ahead. In a recent article entitled "So You Want to Be a Champion," Parke Cummings reviews the days, months and years of grueling practice and training which current champions in bowling, tennis and golf have undergone to attain the pinnacle.

If, then, you like your job, show initiative, and are willing to make the necessary sacrifices to get ahead, and in addition, take your part in employee and community leadership, you will truly be fulfilling your opportunity and responsibility in your plant and community.

YOUR MANAGEMENT TEAM - FOREMAN TO PRESIDENT

CHAIRMAN: JAMES V. MARRON, *Industrial Relations Manager, The Yale and Towne Manufacturing Company*
LEADERS: L. B. MURPHY, *Executive Vice President, Williamson Heater Company, Cincinnati, Ohio*
 P. H. NOLAND, *President, B. F. Avery Company, Louisville, Kentucky*
 G. F. AHLBRANDT, *Vice President, ARMCO Steel Corporation, Middletown, Ohio*

IN industry, on an average, you will find about one man in supervisory capacities to every ten men in rank-and-file factory production or similar occupational capacities. When the question comes up as to "who is going to run the business 20 years from today," the fact is, statistically, that those people will represent a ratio of one to ten men who are now working as hourly employees.

So why shouldn't the company upgrade people in its own organization instead of reaching out and getting people from the outside. At our company, we have long since come to the conclusion that the rank-and-file of people in the plant represent our proper source of management personnel.

Sample interview between the head of the company (Williamson Heater Company) and an hourly worker newly promoted to the foreman position was presented. During the interview the new foreman was:

1. Welcomed to the management team;
2. Congratulated in detail on his past performance as a worker and during his supervisory training and testing periods;
3. Explained how now his work with his head counted for more than that with his hands;
4. Advised about the added headaches, sacrifices, study, separation from family, meetings to attend—all involved in his new management responsibility;
5. The true philosophy of management and a manager's relationships—responsibilities to (a) customers, (b) employees, (c) stockholders;
6. Shown how present company executives were developed from the ranks;
7. Told that "where you will land on this management team five, ten or fifteen years from now will depend almost entirely on nobody but yourself."—Editor.

We know of no better way to en-

courage individual initiative and to insure our company's future than to build our own management men, and by that I mean in all levels of management. By the same token we know of no better way to stifle initiative than to go outside for management talent, to bring in men someone else has trained, and thereby block opportunity to those who know the company from the bottom up and who have lived and breathed its philosophy and team spirit.

Of course, the foreman will never feel that he is on the management team just because the president has told him he is on it. He will only actually learn that he is from the attitudes of his superiors in day to day contacts, and from management responsibilities placed on him.

Some years ago I was asked: "How do you classify your foremen, as management or workmen?" Without thinking I immediately replied: "They are a part of management, of course." But after considering the matter, I wondered why I had made such an answer. If they are a part of management, why are they? What management functions do they perform? Is there any difference between the way we treat them and the treatment of our workmen?

I began to check up and analyze the situation.

Were they paid on an hourly basis like workmen? Yes, they were.

Were they docked for lost time? Yes, just like any workmen.

Did they punch the clock like other workmen? Yes, exactly like them.

Did they have paid vacations like other office and management people? No, they didn't.

Were they given any management problems to solve? None that I knew of.

Were they familiar with management policies and objectives? Only from casual conversations with top management.

I then asked myself and my associates: Did we have high grade foremen? No, I couldn't say that they

were all that we would like them to be—not much executive ability.

We decided to do something about it. They first stopped punching time clocks. No other management men punched them. Next they were put on our monthly payroll, the same payroll as management. They now have the same privileges of every character that anyone in top management has.

At about this stage of our development, NAF came along and invited us to form a shop club.

Our club at B. F. Avery & Company will soon be going into its fourth year with our members more enthusiastic about it than ever.

Today I believe our foremen know beyond any question of doubt that they are on the management team.

Top management is too much inclined, I believe, to take the responsibility for solving all important problems and then passing out the necessary instructions to the foremen.

When an important problem affecting the foremen arises, we have found it better to put the problem up to the foremen as a group, let them have a meeting to discuss it, without any higher management being present, and then have them put their solution down on paper as a recommendation to higher management. This practice forces them to think, and plan, and manage, and almost invariably their recommendation is the best solution of the problem and is put into effect. When this is done this solution is then their "baby", and there is no difficulty in putting it to work enthusiastically.

From time to time I discuss certain matters with them. I review our figures with them. I tell them what is going on in our industry generally. I tell them about meetings and conventions I attend.

When a non-union business is first unionized, the foremen are pretty much lost unless they are on the management team. They often feel that unionization has cut the ground from under them. They feel that they are no longer the boss. Some of their own men if they are on the union committee may have closer contact and more in-



fluence with top management than they have.

It is sometimes difficult for them to realize that in a union shop their job has broadened though perhaps made more difficult. It is hard for them to shift from the boss to the leader. A union shop requires a better, more farsighted foreman without question.

In our own business we try to settle all grievances at the foreman level. The more we settle at this level, the

more responsibility we put on the foreman, the more we pull him into management.

Also, we don't want him to have the opportunity to pass the buck to higher management. We want him to manage his own department.

If the foreman is a part of the management team he must be given the opportunity, and be perfectly free, to carry (through regular channels) his ideas and recommendations to top management. And these ideas must reach top management as his ideas and not those of the man who delivered them. Credit for his ideas must not be lost in transmission. If full credit is not given the foreman who makes good suggestions, he usually stops making any further suggestions.

Most of you, I am sure, have heard of some of the accomplishments of the Armco Steel Corporation—of the good human relations that have been practiced during the entire 48 years of Armco's history. George M. Verity, the founder, never deviated from certain basic ideals which he thoroughly believed were sound and practical, and these basic principles were applied consistently in carrying on the busi-

ness, not only by him, but by everyone who had any managerial authority. The principles that Mr. Verity operated under were:

1. Respect for the other fellow.
2. Recognition of the rights of others.
3. The belief in making everyone with whom he was connected familiar with all the problems involved.
4. The belief that if people are treated fairly and squarely, they will respond and a spirit will be developed in the group as a whole that will make it possible to accomplish worthwhile results.

These policies were put in pamphlet form in 1919 and issued to every member of the management team to serve as a constitution or a guide to all phases of Armco's activities. To all levels of management these policies and practices represent a bench mark for supervision to follow in their every day affairs. They represent to the worker a type of treatment that they have a right to expect. Such policies in written form have been instrumental in building a real management team in our company.

some measure, small or large, of individual recognition, esteem or honor. Because this is so earnestly sought-for and valued, we all prefer to die on our feet in defense of our country or other equally great cause to living on our knees as suppliants.

The most pertinent and important fact in all industrial lands today is this—that everywhere men seek the fullest satisfaction of these two hankerings—the most reliable proof and certificate of their importance—in their work, their daily job. No one can be a leader of men at their useful tasks unless he understands that exactly as for him so for everybody else, whether above or below him, the daily job puts not only money in his pocket and bread in his stomach but also self-respect and self-justification in his heart and soul.

One big reason why the foreman's job is so complex is that, because of this tie-up, our feelings are hurt more easily during the hours of our labor than during any others of the entire twenty-four. I hardly need tell you that these feelings can be hurt by a vast array of so-called little things which have little or nothing to do directly with dollars and cents.

I believe we all want to take pride in our work. If we can't, then we have a devil of a time to take pride in ourselves—and if we can't do that then life itself is unendurable. We humans do not follow the line of least resistance. We don't respect the leader who asks little or nothing of us. We hate the leader who asks much of us but refuses to reward us with anything but money, because he keeps all the satisfactions of self-importance for himself. But we gladly go through hell with the leader who asks our utmost, provided only that he shares with us such a total of self-satisfaction and self-certainty as we could have never hoped for if he hadn't asked that utmost of us.

Every work leader's job requires more than the vast array of skills and techniques now being widely taught. Besides these, it calls for the kind of dependability, fairness and wisdom which must be learned by upright living. Such a leader deserves to be well-paid in both money and honor. But his greatest satisfaction is sure to come from the fact that in fulfilling his obligations to his people, he perhaps more than any other person, is influencing their entire lives because he is hourly meeting them where, because of those spiritual as well as economic hankerings, they live and move and have their being—there beside him on the job!

One of the foreman's greatest obligations is to see that the full measure of job satisfaction exists in each worker in his department. Can a supervisor do anything about creating job satisfaction? A good start would be to find out the wants and desires of workers. What do workers want? Many polls and surveys have been made to try to find the answer to this important question. They all produce certain reactions or answers which follow pretty much the same pattern.

Among the more common wants of the worker which appear in survey after survey are job security. We could

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"THESE ARE MY MEN" - A FOREMAN'S OBLIGATION

CHAIRMAN: H. W. JONES, *Manager Industrial Relations, Atlantic Refining Company*

LEADERS: CLOYD STEINMETZ, *Director of Training, Owens Fiberglas Corporation, Newark, Ohio*

LOUIS LERDA, *Director of Supervisory Training, Standard Oil of New Jersey, New York, New York*

WHITING WILLIAMS, *Industrial Consultant, Cleveland, Ohio*

TODAY the foreman has his biggest opportunity for leading instead of bossing his subordinates—for helping these to give their best because they want to and not because they feel compelled to. In more companies than ever before, also, the foreman quarterback is now being trained in the principles and application of all the numerous varieties of technical, economic and human "know how" required for the effective calling of his signals. Still needed, however, is considerably more willingness on the part of his superiors to consider him an important member of the outfit's administrative team.

As a member of various labor-gangs, I observed that while our supervisor usually took evident pride in his responsibilities, he too often kept us laborers from enjoying pride in our work because he "hogged" it all for himself. It was as if he were declaiming: "I'm doing this because it's worth doing. But you guys will do it because I tell you to or else! And no back talk!" For this he frequently had good reason. He had to "hog" credit and pride from us for the simple reason that his superiors up the line were doing the same job of "hogging" job-credit and job-satisfaction from him! In too many places this "hogging" still takes place at every

level clear up to the very top—and this sometimes even in spite of well-planned training courses!

Later I became convinced that the cause of this moral robbery is our common but erroneous belief that nobody—at least nobody on the rung below ourselves—sees or seeks anything in his daily job except his weekly bread and butter or bread and cake. Certainly all my experience and observations here and abroad convince me that this belief causes more trouble—gives more wage-earners, supervisors and their superiors a feeling of frustration and discontent—than any other single thing.

All my contacts with bums, hoboes and workers on up to board chairmen have taught me that this belief overlooks the two most fundamental and must universal hankerings of all us humans. Of these two, the deepest down is our yen to enjoy our self-respect, to take pride in ourselves, to consider ourselves important. Believe it or not, nobody I've met to date is as sure—as constantly sure—of his right to believe in himself and his importance as he would like to be. So the second hankering is for the outside, unbiased, confirmation which lessens our inner uncertainty by handing us

spend a long time discussing job security, but let's turn our attention to security in the daily routine of the job. This the foreman can influence greatly. Security, of a type, can be provided through sound company plans and policies, but the maximum effect of these efforts can be greatly reduced by thoughtlessness of the foreman. A man feels insecure when his foreman changes his routine of work; or moves him from his regular assignment without explanation; or fails to compliment good work or real effort; or ignores a man's ideas or complaints; or absent-mindedly fails to return a greeting.

It is a foreman's obligation to review frequently his handling of his men to eliminate those things which give a man a feeling of insecurity—unnecessary upsets in routine, needless shifting.

Also ranging near the top is *opportunity for advancement*—a feeling that effort will be rewarded. The foreman can do much to make workers feel that the promotion policy is fair, that better jobs will be filled from the ranks wherever possible, that good work will be recognized.

Promotion does not always mean increase in pay. A worker may consider himself to have been promoted when he is changed from one job to another even though the pay is not increased immediately, provided the job is more desirable for one reason or another. A man may feel that he has been given a promotion when he has been given more responsibility. In one sense we may consider any change in a man's status a promotion so long as it brings him one step nearer to the goal of his ambition.

Workers want *proper pay*—not hand-outs. It's the foreman's obligation to see that the pay is right for the work done. He should recommend changes in rates where necessary and not wait until his hand is forced by an alert union representative. He should know what the wage scale is for the jobs performed in his department and live up to it.

A worker likes to know, to be informed of his job status (both of his success and failure). He likes to be brought into the organization with the feeling that there is a job for him, and that he is needed and wanted, that he belongs. It is the foreman's obligation to plan how he will receive the new man, how he will introduce him to his fellow workers and to his job.

Little things like a man's name or picture in the plant paper, his name on the bulletin board, a request for his opinion, his name and title on an organization chart, a definite responsibility especially assigned to him, naming him to serve on a safety or other plant committee, all give him a feeling of importance, of being a part of the team or gang, of "belonging." This is so easily overlooked. It's the foreman's obligation to be aware of the desires of workers for praise. The use of judicious letters of praise, telling the boss about unusual work, letting the worker present his ideas "upstairs," good sense in complimenting achievement even in routine jobs, all these and many more

make up the repertoire of the skillful supervisor.

Here are five simple rules of recognition: be specific; praise the work rather than the man; be generous, honest and sincere in giving recognition; be fair; do it in public.

The worker likes to receive *clean-cut instructions*. He likes to be trained properly and to be shown what he is to do. Uncertainty as to what the foreman means or what he wants hurts morale. It is the foreman's obligation to provide good training and instruction for his men to see that they are given every opportunity to learn.

The foreman is in a good spot to build the *confidence of workers* in him and in his organization. If he makes it his business to keep them fully informed and tells them facts about how the company works, how it decides things; if he takes pains to make clear presentations and statements when talking to his group; if he lets the workers see the top men to get the feeling they are capable and fair; if he himself refrains from griping on policies, he has taken some very definite steps towards building confidence.

What can a foreman do to build confidence? A few suggestions might be: greet the men everyday—vary the greeting; show sincere and genuine respect; encourage them to come to you with their problems; show appreciation for their efforts; let them know where they stand.

Every man appreciates *courteous treatment*. It is merely recognizing his importance as an individual and appreciating the dignity of the individual.

A foreman should be ready and willing to talk to the lowest worker. If he has a grievance he should be heard. Know the name of every man. Introduce them to visitors.

Alfred Lateiner, writing in the AMERICAN MAGAZINE on "How Good Is Your Boss," makes the following statement: "The widespread imma-

turity of bosses is showing up in high absenteeism, high turnover, waste, high accident frequency rates, widespread grouching, and needless grievance cases. Millions of Americans—white-collar workers as well as mechanics—today are working with the brakes on simply because they have second-rate bosses."

It is the job of the supervisor to listen in an interested manner, to listen in a warm, friendly manner. Many of you have no doubt lived in homes that were heated with hot water heat. If so, you are familiar with what happens, usually on the coldest day. The radiators become cold. To correct it you take a key and a tin cup, open the valve, hold the cup beneath the valve until the air is out and the water starts circulating again. Just as it is necessary to remove that back pressure of air and get the hiss out of the radiator in order to heat the room, so is it equally important for a foreman to drain off the back pressures and the hisses that accumulate in his people in the normal course of events so that there can be good circulation and a freedom of action without back pressure. If those pressures are drawn off at the lower stages, you will seldom need to have the problem facing you later on, and an explosion because of the pent-up feelings that haven't received proper attention is avoided.

One of the "halfbacks" on the management team is *inspiration*. Inspiration is that something more that comes from good leadership. It's the spark of leadership that fires the potential of the individual. It is that something which, when all of the other elements are added together, makes for something more than the individual elements themselves. Inspiration comes largely from example and earnest effort of the foreman. Inspiration is that thing which often makes a man, who is otherwise mediocre, an outstanding success because he puts his "all" into it, and hence, profits by his efforts as



Dayton Club's widely known and highly regarded quartet was a highlight during NAF Philadelphia Convention—the "big time" circuits would like to engage them.

well as helps his foreman to succeed. Circulation is a foreman's obligation from the word "go". You can't instruct unless you circulate. You can't protect people unless you get out and circulate. You can't inform, you can't counsel, you can't inspire, you can't compen-

sate, you can't evaluate performance unless you circulate. Circulation is the "captain" of all supervisory obligations. To contact your people frequently, regularly, and intelligently is an outgrowth of good circulation.

DEVELOPING THE MAN FOR EXECUTIVE MANAGEMENT

CHAIRMAN: CHARLES G. SIMPSON, *Manager Personnel Department, Philadelphia Gas Works Company*

LEADERS: J. P. FIELD, *Plant Manager, Williamson Heater Company, Cincinnati, Ohio*

F. S. CORNELL, *Assistant to President, A. O. Smith Corporation, Milwaukee, Wisconsin*

MANY companies have found it necessary to establish a scientific method of determining an individual's qualifications as a leader. We have found that different jobs require different qualifications. Our selection of a management man begins the day he applies for a job. He is subjected to a series of tests which, we believe, acquaints us with such factors as emotional stability, personal characteristics, mental alertness, manual dexterity and others. This is made a part of his personnel records, and as time goes on we accumulate information on factors such as performance, dependability, health and accidents, attitude toward the company, how he gets along with his fellow employees, suggestions submitted and others.

When a foreman is selected in our company all the facts and all eligible employees are considered; it isn't just a matter of deciding one minute we need a foreman and the next selecting one. Our selections are based on all information available and the judgment of such men as the immediate supervisor, superintendent, the factory manager and industrial relations manager. Once a selection is made, the individual then enters a three months training program before he becomes a full fledged foreman. We believe that the first step in executive development is to be sure that we have started with the best material available.

Once an individual is selected as a foreman, we feel it highly important to maintain a record on his progress or lack of progress. A record that reflects progress or lack of progress in such factors as leadership, knowledge, judgment, dependability, initiative, employee relations, quality standards, production performance, cost standards and other miscellaneous functions. More important yet, these factors are discussed with all supervisors at least once a year and suggestions given as to how weak points may be improved.

We have a general supervisory meeting at least once a month. In this meeting the operating and profit figures are written out before us on the blackboard. We see exactly how much profit our company has made during the past month. We also see which departments

have contributed to this profit picture and which have failed to contribute. More important yet we discuss why it was possible for some departments to show a profit and why others failed.

In addition to our monthly supervisory meeting, many others are held in which we discuss procedures, operations, matters of policy and any other subjects that affect the company and its operations. Out of these, committees are appointed. These committees make a study of the subject assigned and submit their findings to the group. The reports are discussed and if found to have merit are passed on to our top management for consideration.

We have not only been encouraged but have also been given every aid to develop ourselves into better management men. More important yet, after being placed in a management position, we have not only been assigned responsibilities but have been delegated the authority with which to carry out these responsibilities.

I am persuaded that once an individual is made a part of management his growth depends to a great degree on the extent to which he is taken into the confidence of top and middle management.

Let's take a look at this subject from another angle.

Do you think it likely that a football player could play the game well unless he knows the rules under which he will play, unless he knows the plays that are to be used, unless he understands the signals that are called? Do you think it likely that he will play the game well unless he knows the relation of his position to other positions?

How do you think a football team would function if eleven players were put into the game who knew nothing about the rules, the plays to be used or the relation of their positions to other positions? What would be the outcome? You know the answer as well as I. They would not only lose the game, but would in all probability wind up in the hospital.

There is another side we must consider also. There is the responsibility that the individual being developed must shoulder. Somehow during the past 15 years there has crept into our

social philosophy the idea that one doesn't have to do much for himself and that it is the responsibility of society and of industry to see that he is taken care of. Individuals who reach the levels of executive management do so by giving up some of the things which others seem to want to cling to. They do so by giving more than is expected of them in their every day activity. They do so by considering the rights and desires of others. They do so by living honestly and courageously. Too few people realize the efforts that executive management must expend. Too few people are willing to pay the price of success.

The road to executive management is open but the journey will not be made through wishful thinking. We must apply ourselves, the opportunities await us.

I believe you and I are interested personally, then, as members of a management team because we are seeking:

1. Personal Security
2. Recognition
3. Position

We must develop to our maximum potential to reach our own goals.

Top management is interested because they recognize that today companies getting results are run by teams of management. Men who, first of all, are good executives and administrators will make the best teams.

The challenge to the present day executive is to get things done through people. To develop able subordinates and to delegate them responsibility for carrying out the policies of top management.

Therefore, "Developing the Man for Executive Management" is of selfish interest to two parties. The company we work for and ourself.

What do you and I want in life and business? Personal security, recognition and position. That is our goal—all right to detour but don't be like the woman who swerved to avoid a child and fell out of bed.

How can we reach our goal? First, our company must make a profit or we or the company have no security. Second, our company must be stable or we will have no security. The excuse for our job and the potential of our job is based on how much we contribute to success of our company.

Therefore, "Developing the Man for Executive Management" is the cooperative goal of the corporation and the individual. No individual can assure our reaching the goal; it is a cooperative effort.

Then the problem is to cooperatively



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develop a plan that will accomplish the desired result for the corporation and the individual. The individual must desire to develop himself for executive management and in the cooperative effort must learn to develop others for executive management.

It is very difficult to determine what primarily constitutes a successful program for developing the man for executive management. We often speak of training programs for executives; but that is a misnomer. You may train for a certain profession, but you develop into an executive. Many of the characteristics and qualities necessary to assure success in management are not learned from any book nor from any school. They are qualities which are developed and become a part of the man himself. Executives, therefore, are not born but must be developed. Their period of learning is more intense and prolonged than that of other professions. A person begins training for a lawyer or doctor when he enters college, but executive training begins much earlier in life. It may begin on the field of athletics where the young man is taught a sense of fair play; and it may be continued in high school and college where the same young man becomes a leader in his class.

Some people may say that an executive position is not a difficult achievement because all that is necessary is to copy the qualities of other successful men. This is not true because one of the outstanding characteristics of good leadership is to be yourself. Any idiosyncrasies you may have copied will

soon be detected; you will have fooled no one but yourself.

Finally, what are we to develop in ourselves and others:

1. Ability to organize and plan
 - a. This implies the ability to supervise, and supervision demands the ability and disposition to delegate responsibility
2. Recognition of the importance and dignity of people
 - a. Human engineering
3. Ability to evaluate ourselves and others objectively in relation to present and future jobs
 - a. Evaluation by specialist and consultation
 - b. Progress reports discussed individually
4. Intelligence
5. Emotional control
6. Skill in human relations
7. Insight into human behavior
8. Ability to organize and direct activities of others

Last—Where do we begin?
 1. Adequately describe the job and its potential
 2. Provide necessary tools

- a. Facilities
- b. Information
- c. Incentive

 3. Work at the development

- a. Bird learns to fly by being pushed or leaving the nest

 4. Chart results and progress

This general outline is for our own development and development of those we supervise. Mutual goal attained by cooperative action.

positive, informative. In this attack on the general attitudes which hamper safety efforts, you have to have not only good job analysis and job training programs, but you have a planned approach to the question of safety for the purposes of influencing attitudes. The tremendous volume of posters, employee booklets and other employee materials produced by federal agencies, insurance companies and the National Safety Council are all aimed at that purpose. Industrial plants support this effort with scheduled meetings, committee organizations, suggestion systems, contests, awards and other devices for building up group feeling.

Meeting the problem involved in individual sides of human nature, and turning them to advantage in the safe production of goods, is perhaps the outstanding challenge to the foreman. Fear causes accidents, worry causes accidents, illness causes accidents, anger causes accidents, and all of those deep rooted insecurities that most of us have buried in us cause accidents. The show-off, the horse player, the sore-head, the bully and the emotionally immature man or woman all add up to the human hazard factors of a department.

Human motives are a deep and sometimes impenetrable jungle. The best way to cut our way through that jungle is to adopt an impersonal approach which makes us good handlers of men, and to support that approach with an enthusiasm for the job we are trying to do in safety.

"What qualifications must a foreman possess to sell safety?"

(1) Foremen must know safety and the things that will eliminate accidents.

(2) We can't sell safety unless we believe in it, unless it is part of our being. We must practice what we preach.

(3) A foreman must be filled with enthusiasm for safety. When we are full of enthusiasm we possess one human quality that never fails. Enthusiasm and people will enthrall with you. We shouldn't save enthusiasm for a special occasion—we must use it at all times.

(4) When a foreman's safety record is broken he too takes a staggering blow and he must have the courage to begin all over and build a bigger and better record.

(5) If foremen are going to sell safety we must carry the mark of reliability. It is reliable people who make the wheels of industry go around. We must sell our reliability, make people feel it, see it, know it.

(6) We foremen must have confidence in our ability to see the safety value of employees' thoughts and act quickly. No one is going to feel confident of us unless we first feel confident of ourselves.

(7) Diplomacy may be defined as the art of making people, things, issues serve your purposes. Diplomacy can be used to make people do things without letting them know they are doing it.

(8) We foremen must be the same to all men. We must not be afraid to say to a man's face what we would delight in saying behind his back. There is no sounder rock on which to start

SAFETY-HOW THE FOREMAN CAN SELL IT

CHAIRMAN: J. GEORGE MORGAN, *Manager Industrial Relations, Westinghouse Electric Corporation*

LEADERS: JOHN M. ROCHE, *Director Industrial Department, National Safety Council, Chicago, Illinois . . . For whom A. M. Baltzer, Assistant Manager substituted.*
 W. F. CRAWFORD, *Assistant General Manager, Bayuk Cigars, Inc., Philadelphia, Pennsylvania*

THE problem of selling safety breaks down into two problems. On the one hand there are the problems of approach to the group as a whole. There are a lot of things which can be done by way of general approach, for the reason that all normal human beings have a great deal in common. Among the things they have in common are "six murderous beliefs".

There is the "other fellow" idea, the conviction that a hundred thousand people a year can be killed in this country, but not me. Another is the "your number's up" notion—the belief that your time will come when it will come, and there is nothing you can do about it.

A third is the "law of averages" theory, a theory which breaks down pretty completely when you think of industry-wide accident frequencies which have been knocked down in 30 years from 90 and 95 to 2, 3, or less.

The "price of progress" notion takes for granted you can't build a bridge

without killing a certain number of men, or you can't operate 20 punch presses for a year without losing a certain number of fingers. The best you can say for that notion is that it isn't so.

Number five is the "Spirit of '76" idea. To say it more plainly, safety is sissy, and this is a free country. A man hasn't really worked for a living until he has lost a couple of fingers. Carried to its illogical conclusion, you come up with the belief that the only good workman is a dead workman.

Number six is the "act of God" idea which thinks it is sinful to interfere with the operations of divine punishment or what have you. How men can build and operate machines and still believe that is a little hard to understand, but they still do.

No smart foreman has ever tried to argue anybody out of one of these states of mind. What the supervisor is after is control of behavior, and his approach to it has to be constructive,

building a successful safety program than *sincerity* to be in reality what we really are.

(9) We foremen might possess a knowledge of accident prevention surpassed by no one. However, if we do not possess the "know how" to instruct, to transfer that knowledge to the people who depend on the foreman for their safety, then all our efforts in building a safety program must meet with failure.

Now that we have examined the qualifications a foreman must possess what about "To whom and how must the foreman sell safety?" Here we arrive at the crux of this whole discussion.

Obviously the workman must be sold. He is a human being the same as we. He has his desire, emotions, likes and dislikes. He wants management to know him as John Smith and to call him John.

Suppose we focus our attention on a few of these John Smiths who enter the foreman's department every day.

This first John may have had a swell time the preceding night with the girl who is going to be Mrs. Smith and John re-acts in his mind all those happy moments during the work day. There is a Smith that can smash your safety efforts. Mr. Smith should be sold on the idea that inattention may make Mrs. Smith a widow before she is a bride.

We have seen another John Smith who can make most jobs look easy, and constantly finds himself with time on his hands. He is probably capable of handling a much more intricate job. Well, we foremen better sell John on a transfer or our John will sell our accident record from the top to the bottom.

Then there is John who is just an actor at heart. Anything for a laugh, even if it means jumping from the top of a ten foot ladder. Why does John act in that manner; is it his desire for attention? If it is, John should be sold a place on a safety committee to preserve a safety record.

How about the Mr. Smith who is worried? Maybe a sick child at home or an empty coal bin. John is going to have many forgetful moments during the day's work so his foreman should bring his worry to light, strengthen his financial condition, even to a loan from the company or another safety record will be working on borrowed time.

Then there is thin-skinned John. A nice fellow, but when he receives honest criticism he is converted into a potential accident. John must be sold a thicker skin. Maybe praise is the medicine John needs. Maybe he needs to be sold a prescription of self-confidence.

We have seen the John Smith who knows all the answers. He can solve the world's most critical problems and he will take a chance running almost any machine in the place and when he does, he takes a chance with our accident record. John should be made to see and read about a few other Johns taken from industry who found they couldn't take chances in a hospital.

Foremen have encountered many

times the John Smith with a limited capacity to absorb instructions. His foreman should sell him on the idea of learning by doing again and again.

Then there is the John Smith who exhibits no interest and cares less for safety. Maybe his foreman should sell John on the idea that he needs his help in carrying on the safety program, make John feel that he is leaning heavily on his shoulder.

LABOR LEGISLATION - CONGRESS LOOKS AT THE FOREMAN

CHAIRMAN: ROBERT M. NEY, *Manager Industrial Relations, Baldwin Locomotive Works, Eddystone, Pennsylvania*
LEADERS: A. F. ROBERTS, *Legal Advisor of SKF Industries, Inc., Philadelphia, Pennsylvania*
HARRY JEFFREY, *Attorney, Dayton, Ohio*

THE National Labor Relations Act, familiarly known as the Wagner Act was passed in 1935. Its purpose was to remove obstruction to the free flow of interstate commerce. At the time it was passed there was nothing to indicate that it would include supervisory employees. In fact, it was not until seven years later that there were any cases which questioned this point. Then followed a series of decisions by the N.L.R.B., all by a two to one vote, and ultimately decisions by the Circuit Court and by the Supreme Court, again by split votes, indicating that there was no clarity in thought regarding the intent of the Act.

The Case Bill, which was passed by both Houses and vetoed later by the President, contained a provision which would remove foremen from the purview of the Wagner Act. This Bill, as does the more recent legislation, did not prohibit the organization or unionization of foremen since this would be unconstitutional. It merely stated that supervisors were not employees as is a worker and would not come under the "Wagner Act."

The "Taft-Hartley" Law defines a supervisor as "any individual having authority, in the interest of the employer to hire, transfer, suspend, lay off, recall, promote, discharge, assign, reward, or discipline other employees, or responsibility to direct them, or to adjust their grievances, or effectively to recommend such action if in connection with the foregoing the exercises of such authority is not of a merely routine or clerical nature, but requires the use of independent judgment."

It was further pointed out that Section 14 of the act under the section of "Limitations" reads as follows: "Nothing herein shall prohibit any individual employed as a supervisor from becoming or remaining a member of a labor organization, but no employer subject to this act shall be compelled to deem individuals defined herein as supervisors as employees for the purpose of any law, either national or local, relating to collective bargaining."

Foremen derive many benefits both of an outward and inward nature from the sale of safety. Foremen who perform an outstanding job are held in high regard by management. They are looked upon as material for a better job and a foreman with an excellent safety record is a qualification not overlooked by management today.

Under existing legislation, foremen are recognized as members of management, have its privileges and do not come under the N.L.R.B. One point should be considered. Legislation in itself is a negative action which may remove the obstacle of the N.L.R.B., but will not solve the problems of management as effectively as a positive approach such as the NAF.

A review of the Joint Committee Report on the effect of the "Taft-Hartley" Law during the past year appears to indicate a definite increased recognition of foremen as members of management by industrial concerns around the country.

The law of our land, whether it be the statutes or the utterances from the lips of our justices and judges, are nothing more than an obligatory code of conduct, set up and established to protect and provide the things which we deem as non-destructible privileges or, in other cases, those things best suited for the common welfare at the moment.

The topic of this Conference "Labor Legislation—Congress Looks At The Foreman" is but a small segment of this law of communal conduct. But in carrying out daily tasks it is an indispensable tool. Just as soon as an employee walks in the mill gate, he is enmeshed in the labor law; as he walks out, it is equally true. For example, the Portal-to-Portal Act of 1947 was occasioned by the law of the Mt. Clemens Pottery case and the Fair Labor Standards Act. The Workmen's Compensation laws may enter the picture. The National Labor Relations Act and the federal and state anti-injunction laws have played a tremendous role in the activities of the employees about the mill gates.

I took occasion to scan the index of our federal statutes in an effort to get some idea of the numerical magnitude of those which directly touch and concern the code of conduct in industry. I have listed but a few of them, those which have the most direct bearing on all who are dealing with industrial relations. It is an impressive list:

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The National Labor Relations Act, including the Wagner and "Taft-Hartley" Acts;
The Fair Labor Standards Act, including Walsh-Healey and Davis-Bacon Acts;
The Portal-to-Portal Act;
The Anti-Trust laws, including the Sherman, Clayton and Norris-La-Guardia Acts;
The Anti-Racketeering and Anti-Strike Breaking Acts;
Railway Labor Act;
Merchant Marine Act;
War Labor Disputes Act;
Wage Stabilization Laws;
Social Security Act.

A whole host of minor statutes could be added.

None of us can escape their impact. And more and more, those who hope to manage and direct in a responsible manner must be consciously aware of the policies which bring about these laws.

Mr. Roberts devoted the remainder of his attention to the Supreme Court decision in the *Bay Ridge Operating Company* case on overtime-on-over-time, and the following conclusions can be drawn from his statements:

1. No problem whatsoever will arise as a result of the Court's decision unless more than 40 hours per week are worked.
2. The distinction to keep in mind is that between "premium" payments for holidays, Saturdays, Sundays, etc., and "overtime" payments as required by the Fair Labor Standards Act. In this case, the Court made it clear that premium payments, such as double time for all hours worked on Sunday, were not true overtime payments and must be included in calculating the regular rate of pay for the purpose of computing statutory overtime. There may be some exceptions to this rule if, by contract and practice, a company actually pays time and one-half for all hours worked in excess of 40 per week.

3. The Supreme Court's decision has no effect on daily overtime or any other type of overtime payments related to hours worked.

4. Supervisory personnel directly concerned with operations should make certain that their schedules are arranged in such a manner as to minimize or eliminate altogether additional overtime payments as a result of this decision. This can be done in certain cases where it is possible to place employees on a work schedule which will guarantee that they will have worked 40 hours before a premium day requiring time and one-half payments, such as Saturday, is worked. In other cases it will not be possible to rearrange schedules to minimize additional payments as a result of this Court decision, such as weeks in which worked holidays occur, if the labor agreement requires the payment of premium time for such days.

Mr. Roberts cautioned his listeners to check their contract provisions, payroll practices and work schedules in the light of the Supreme Court's decision and the Wage-Hour Administrator's releases on this subject.

It might be added, parenthetically, that, at the time of Mr. Roberts' talk, the Wage and Hour Division of the United States Department of Labor had postponed indefinitely their enforcement of this decision. However, at the present time, the Court has refused a request from the Government to review its decision, and the Wage and Hour Division has announced that it will begin enforcement of this new policy on October 18, 1948.

The foregoing condensation of Mr. Roberts' remarks made by Robert M. Ney, Manager of Industrial Relations, of The Baldwin Locomotive Works, Philadelphia.—EDITOR.

workers. If you have clashes and disagreements, analyze your own personality first. Remember you and you alone can improve your personality for none knows better why you become antagonistic with some people and relaxed and free with others. Perhaps it is some mannerism, or your voice. It could be your personal appearance or even "B.O." Know your strong points and strengthen the weak spots. Develop the power through this knowledge to sell yourself to employer and employee alike. Your next task is to study the personality of each individual under your supervision. No two are alike. The better your knowledge of their individual differences the greater your chance of success for more pleasant employee-relationships exist when the worker finds his tasks fitted to his skills and temperament.

Another essential tool is leadership. Leadership requires initiative, the pioneer or adventurous spirit, the power to compel respect and such genuine liking that others desire to imitate and follow. It is a quality greatly to be desired and through tact and diplomacy the amount each of you possesses may be enhanced.

A cardinal virtue and powerful tool is loyalty, which is prized by management almost above all other qualities. It is the cornerstone of character; it implies faith. Men who are true to the best in themselves are loyal to their company and fellow workers. The more clearly your workers understand the objectives and policies of the company in whose employ they are, the more they feel a part of it and the greater their affiliation the deeper their loyalty. Employees are loyal to men they know and respect.

Reasonableness raises man above the brute. The use of this attribute combined with politeness is the oil which eases or eliminates friction.

Out of this quality stems another closely allied to it—tolerance. Only in so far as you are able to master your own prejudices and view your employees objectively will you be able to make decisions fairly and impartially, for an intolerant man is never sound, his judgment is never good, his conclusion is never constructive.

Basic to all of these is understanding. Man is primarily concerned with his personal welfare. Since employees spend most of their waking hours at work they expect to receive from their daily efforts not only sufficient earnings for their needs, but a sense of security, a chance for advancement, an opportunity to express themselves, to gain respect, to enjoy the sense of power which comes from achievement. The greater your ability to impart or create these opportunities the finer will be your human relations with your employees.

Every supervisor automatically becomes an instructor. Therefore it is your responsibility to keep abreast of the times remembering that education is growth and life itself, it is the acquiring of new experiences. How you use these experiences depends upon your own growth both on and off the job. Right here and now in this National Foremen's Association you are having a wonderful opportunity for

EMPLOYEE RELATIONS ARE HUMAN RELATIONS - HERE ARE THE TOOLS!

CHAIRMAN: GEORGE W. FEWKES, Personnel Manager, Philadelphia Electric Company

LEADERS: FRED SMITH, Wm. Powell Co., Cincinnati, Ohio
CATHERINE GRANT, Fleisher Vocational High School, Philadelphia, Pennsylvania

IN THE JARGON of the foreman, human relations and tools are frequently used terms.

As a foreman you should have been chosen by management for your ability to understand and to work with people.

In addition to mechanical devices of which the foreman should have knowledge and skill, he needs tools of a more intangible type. Chief among these are personality, leadership, loyalty, reasonableness, tolerance, and understanding.

Only to the degree in which he possesses these qualities can he inspire them in others.

Some tools are more important than others. Chief of those just mentioned is personality for most of our difficulties arise from causes within the individual rather than because of outside conditions. You must have a positive personality but an adaptable one for you must adjust yours to the peculiarities and temperament of your individual

growth in the discussions, exchange of ideas and experiences.

These tools which we have discussed for immediate and long range use increase in effectiveness with your own growth and development and your success will be in proportion to your realization that you should treat each worker as you would like to be treated.

There are at least three goals for good human relations:

1. Human relations has to be profitable.

2. We must accept social responsibility to keep a democratic government.

3. Incorporate the concept "to love and be loved."

The greatest untapped asset in industry is the wide gap that exists between what a worker does as against what he could do. This is a continuing challenge to all concerned with human relations.

Let the man do what he wants to wherever it is possible augmenting this with the concept that you get the man to want to do things he has to do.

Good communications are important. In so far as possible have something special to give the workers before you can do this. You should read what

the company sends out and read on the outside. Additional suggestions are to talk to the boss, ask intelligent questions. Learn to "speak your piece" publicly and privately attempting to develop poise and ability to speak quickly and effectively. Avoid terse bulletins.

Handle all your grievances as though they were brought up by your friends. Avoid delay and analyze past grievances to determine areas in which majority grievances occur.

A series of little techniques have proven effective. For example, sick cards with simple little sayings sent to the worker; birthday cards and personal visits; learning people's names; being proud of your outfit and bragging about it; attending employee functions; writing personal letters; vacation cards; learning employee hobbies and competitive activities. Don't forget his kids and their progress and learn of the things close to his wife's heart.

It is advisable to keep records to avoid favoritism. These records would reflect disciplinary actions, overtime and work assignments. Don't keep only the bad data.

we can successfully convince them that their job is worthy of being called professional.

Executive management should keep a free flow of management information through all possible channels. If management is a profession, it's worthy of every effort to keep the management group fully informed at all times with every bit of information that it should have in order to execute the responsibilities of its job. This certainly should not be a one-way flow, but a flow of information both to the executive level from those who superintend the hourly-rated workers, as well as vice versa.

All possible training should be made available that will help management people to better prepare themselves for all phases of their activity.

Every possible way of building team spirit should be utilized by executive management. There are many ways of giving recognition, of building closer relationships and more effective loyalty through meetings, the use of awards, emblems, certificates, etc.

Responsibilities of non-executive management are, in my opinion, the most important and deserve the greatest emphasis. Although a very broad statement, the basic principle is to put one's heart and soul into a sincere effort to make himself the best possible manager of his department or function. Unless one seriously wants to be a manager, there is little likelihood that he will build in himself a feeling of professional status.

Closely allied to the above is the sincere effort to seek every possible means of self-improvement. This involves the maintenance of an open mind and a thirst for better ways of doing the management job.

The sharing of ideas, information, and techniques in both mechanical and human relations in every possible way should be an important goal of every manager. We have all heard about and realized the importance of training an understudy in order to make self-advancement possible. It is just as important to train everyone with whom we have any job contact, and through this activity to train ourselves for the profession of management.

Assuming full responsibility for mistakes and for helping work out the solution of any problem that relates to one's management job will go far in bringing professional status into the management position.

"Professional courtesy" as a concept of good relationships is just as important among management people as among doctors, teachers, ministers, and lawyers.

Every non-executive management representative may make maximum use of every possible device for stimu-

MANAGEMENT IS A PROFESSION - HOW CAN WE EMPHASIZE IT?

CHAIRMAN: GEORGE CULLEN, *Personnel Manager, Rohm and Haas Company, Lennig Plant*

LEADERS: ROBERT C. MCCONNELL, *Industrial Relations, Manager, Jack & Heintz Precision Industries, Inc., Cleveland, Ohio*

O. H. P. SNYDER, *Director, Salaried Personnel, Delco Products Division, General Motors Corporation, Dayton, Ohio*

THE terms "management" and "profession" have been used broadly and sometimes loosely. A definition of these two terms will assure a closer initial understanding of what we are attempting to discuss.

Management, defined broadly, includes everyone who has a part in managing, including first-line supervision to general manager or president.

Profession, also broadly defined, is a highly respectable lifework, which requires of its sincere members:

1. A willingness to work and study a great deal to prepare for it.
2. A belief in sound ethical principles which should guide all effort in performing the functions of this occupation.
3. A sincere interest in people and their welfare, as individuals and social groups.

How can we emphasize it? Here the term "we" is fairly definite in that it points the responsibility of emphasis directly back on each member of management. Many discussions of the importance of management as a profession have pointed to the things that the top management, or executive management, should do. These are important and should not be minimized. Perhaps more important are the responsibilities of the more numerous members of

management from the first-line foreman or supervisor through department head, general foreman or superintendent levels.

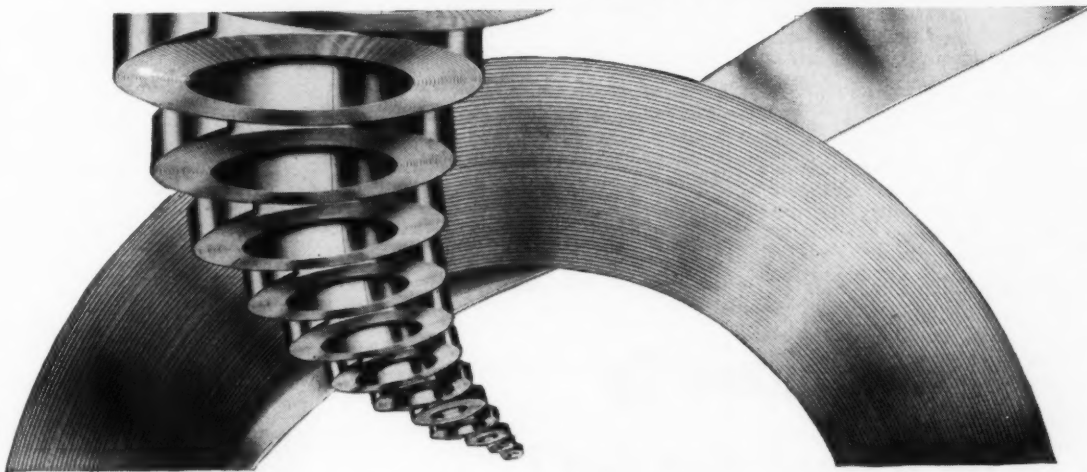
Executive management, or the group that has responsibility of deciding policies for a company, can do much in setting the stage for making management truly a profession.

Before any individual is appointed to management responsibility, it is the duty of the policy-making group to see that the most careful screening possible of eligible workers is given and that the selection is the best that can be made.

Executive management can also see that every supervisor or management member is actually a manager. A foreman should actually manage the part of a job, whether assembly, machining, inspection, or plant maintenance, to which he is assigned. He should have the right to select the people that work for him, after the personnel and medical departments have approved of their general qualifications. He should have authority to discipline, and all other management functions in the realm of his responsibilities. The policy level of management must see that no members of management are office boys or assistant straw bosses. They must actually make management decisions if



QUALITY and QUANTITY and the FOREMAN



THE FOREMAN, in his key role of production-line supervisor, translates executive plans into practical manufacturing operations. Thus, under the American industrial system, responsibility for the quality and quantity of goods or services rests largely on the ingenuity of this field-manager of production.

How well the job is done is evident in the advanced production techniques developed by these

craftsmen of management to cope with industry's demands for improved quality and increased quantities of all types of materials.

But there's always a bigger job to be done and the Foremen of Follansbee are contributing their full share of know-how to the task of producing these Follansbee Specialty Steels of highest quality and in the greatest possible quantity . . .

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Follansbee Metal Warehouses—Pittsburgh, Pa., Rochester, N.Y., and Fairfield, Conn.

How Mixed Up Can a Good Guy Get?



What would you do if someone tossed this assortment of sports equipment at you? You wouldn't know whether you were expected to slam a single over short, kick a field goal, drop in a basket from the middle of the floor, send a drive down the fairway or smash a fast one to the far corner of the tennis court. You'd be plenty mixed up.

Far-fetched? Sure—no one's apt to throw half a sporting goods store at you. But not nearly as far-fetched and a lot more important is the equally confusing picture that is spreading all too quickly in plants all over the country.

Self-styled "people's leaders" are shouting louder and stronger that "our democratic system of government is all wrong"—"our economy is all wrong"—"our industry is all wrong"—"our country is all wrong."

And they're not doing all that shouting without results. A lot of people *are* getting mixed up. They're getting mixed up because the time or the effort hasn't



been taken to line up a fact for every bit of fiction that is being handed out.

That's where you—the foremen—come in. You are probably in the best kind of position to do a job of getting the facts across to the workers. You're in touch with them all day long, you know them and they know you.

Never before in our country's history has good leadership been so important. Never before have the foremen of American industry had such an opportunity—and responsibility—to demonstrate that they are an active, important part of management.

The guidance that foremen can give in daily contact with fifty million workers can go a long way in re-establishing faith in the principles that made America great.

Industrial Rayon Corporation

CLEVELAND, OHIO

MAKERS OF RAYON YARN AND FABRIC

November 1948 **MANAGE**

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lating and sharing the best thinking of a group of people on any problem. Department heads should use the conference method whenever it will help in the improvement of a process or procedure. First-line supervisors can do much to draw out the best ideas of their workers in the same way.

Community responsibilities are increasingly important as society becomes more complex and less personal. Every management member should be a real asset to his neighborhood and his community, as well as to his job and company.

American democracy and capitalism are both under fire as concepts of political and economic organization. If their benefits are to be preserved, management people must be worthy living examples of the products of these political and economic theories. We should all do what we can to talk them, live them, and preserve their values.

Contributors

from Page 5

of Alabama Power Company, inspires us with a discussion of the significant aspects of America and its pattern of living and producing.

Educated in public schools of Birmingham, he was graduated in 1916 as an electrical engineer from the University of Alabama. Following graduation he was associated with the Tennessee Coal, Iron & Railroad Company until 1923, except for two and a half years in the U. S. Navy. The past 25 years he has been with Alabama Power: draftsman, later chief electrical engineer, director of public relations, and vice president.

Mr. Smith's activities include member, director, past president of many Alabama boards, commissions, institutes and clubs.

Mr. Gordon L. Hostetter, director of the Employers' Association of Chicago, gives us much to think soberly about as a free nation from his extensive study of world history.

Mr. Hostetter's career in the field of industrial relations began in 1912—director of industrial relations of Root & Van Der Voort Engineering Company of East Moline, Illinois. During the first world war he was labor supervisor for the Wright-Martin Aircraft Corporation (10,000 employees). Next he engaged in special industrial relations work with the George W. Goethals Company and subsequently with Industrial Relations, Ltd.

Mr. Hostetter became director of the Employers' Association of Chicago 1922 where he continues in daily contact with every phase of employer-employee relations.

Recently, his interest and activity in the furtherance of the NAF philosophy has paved the way for the rapid growth of NAF management clubs in the Chicago industrial area.

Mr. Harrison Maynard is within the acquaintanceship of MANAGE readers, having been introduced in a previous issue.

The Foreman's Round Table

LIVING WITHIN INCOME

I think that the most serious and urgent problem of today's foreman is that of being able to adjust and adapt himself to the economic changes now taking place throughout the country. I feel that if a foreman qualifies himself he will be in much better position to assist others to do the same thing, especially those people or employees coming under his sphere of influence.

It has been our experience in the past few months of having so many employees requesting increases in wages, feeling that that is the only solution to their financial problem, when in reality other individual adjustments in their living standards would contribute much to alleviate this hardship.

It has been my opinion that the thing that contributed most to increased production and good human relationship was to do the things which cause people to be reasonably happy, contented, with a feeling of financial security. We continue to make the vicious rounds of increased prices and increased wages, but it seems that we lose a little rather than gain when the final lap has been made. It is apparent that most of us are in the dark as to just what the real story is behind this condition.

It is my firm belief that if each one as individuals would make some effort to adjust our living standard to conform to our income we could help solve this problem much quicker and with lots less suffering. I realize it is a very difficult problem to help people realize what steps have to be taken in order to accomplish this and this is the exact reason why I feel that it is the foreman's most urgent problem today in his efforts to function efficiently in his position.

This not only is a challenging problem to the foremen, but it is also the responsibility of top level management to train foremen along these lines so that he can do his job more efficiently with his men, so you see it becomes an equal responsibility with all three: industry, management, and the individual.

I have my own ideas as to what could be done to help in this matter, but find it very difficult to express them in words, so I am offering you this as my major problem and hope that maybe someone else has found the solution and will be willing to answer or make a contribution in regard to this problem.—Arthur C. Flowers, C. A. Norgren Co., Denver, Colorado.

SHOULD FOREMAN ATTEMPT TO INFLUENCE HIS SUPERIORS?

To get across to its top management that factory organization along modern lines is not a luxury that only large

companies can enjoy—that is a No. 1 foreman problem; particularly in small plants: 25 to 300 employees.

Many foremen are young men, for after all is this not the first rung on the ladder of management men? There are also foremen who have years of experience behind them. Whether old or young, there is a great number of foremen who can be called "progressive," and these "progressives" are devouring all they can read, hear or see, on the modern conception of good management.

They have learned that management is a profession and has definite techniques like other professions. They discover and try to practice in their foreman's capacity—"the Exception Principle" (how to delegate to others) the flow chart, graphs of production, Gantt Charts, etc., and become enthusiastic about the nicety of such methods and how they help in their department. They look around and see how it would help if there were some coordinated plan, whereby other departments could be operated along these organization lines and then all departments synchronized together to make easier and better operation.

When such a foreman tries to get this idea across to his top management he is often told, "We are not big enough for that fancy stuff. Our line of work won't let us operate that way. Ours is almost job shop work and it won't apply (foreman thinks that a standard product in a 300 man shop should not be job shop work). It is too much red tape. It makes the non-productive ratio (personnel) too high to be economical."

This is the biggest problem to the foremen in many small plants. How can he apply these things he learns when his top management men either will not take the time to learn as he is doing, or else they misinterpret many of the techniques because they appear reluctant to change.

Should a foreman attempt to influence his superiors? (It is often dangerous.) Should he be content with things as they are? —Wm. J. Dickinson, Manager, Apex Machine & Mfg. Co., Tulsa, Okla.

Some executives may also have a slant on this one. Other foremen may have the answer—may have worked it out in their shops. MANAGE invites further comment.—Editor.

Mama Skunk was worried because she could never keep track of her two children. They were named In and Out, and whenever In was in, Out was out, and if Out was in, In was out. One day she called Out in to her and told him to go out and bring In in. So Out went out and in no time at all he brought In in.

"Wonderful," said Mama Skunk. "How, in all this great forest could you find In in so short a time?"

"It was easy," said Out. "In stinct."

—McCall Spirit

Men of Management

PRESENTING John C. Wood, vice president of the NAF, is of special interest to MANAGE, since he had also served as chairman of the Magazine Committee of the NAF board of directors.

John is the other of two senior vice presidents of the NAF in point of service (See October issue). Throughout his official service his has been one of the carefully scrutinizing, balancing influences in the deliberations of the Association.

Born in Springfield, Illinois, August 19, 1900 and the son of a mine operator, he attended Springfield High School and was graduated from the University of Michigan with a B.S.E. degree in chemical engineering in 1922—received a Master's degree the following year.

After a year with the Kalamazoo Paper Company, he went with the



John C. Wood

Kalamazoo Vegetable Parchment Company, starting in the wax department. After a series of special assignments he was placed in charge of that company's printing division and of its labor negotiations—two years later, supervision also of the waxing division. The following year he was given charge of all finishing and converting in the plant. In 1947 he was given charge of all manufacturing and made a vice president of company. As such, the industrial relations department is also under his supervision.

John is a member of the Executive Committee of the Pulp And Paper Manufacturers Association. He has eased up somewhat on his favorite hobby, tennis, though he is fond of all sports. The Woods live in Kalamazoo, Michigan, and have a daughter, age eleven.

Lightning Speed

from Page 17

so well fed, so well housed, so well clothed, so well educated, and so well entertained, that in those same periods we have so much unrest and such low morale? Could it be that in such periods we tend to forget that the most valuable asset in any business is its human organization, and that the real story of any business is the exciting drama of the men and women in it, their dreads and hopes, their despair and success. Without people there is nothing to business but the cold figures of assets, liabilities, production, sales. With the right kind of people, trained well to do their allotted tasks, each fired with enthusiasm and the zeal to serve, the organization becomes a living, pulsating, purposeful undertaking.

The merits of the mechanical age are many but sometimes they seem to have blinded us to those demerits of excessive organization which have submerged the spirit of individualism, have made it difficult to show appreciation, and have increased immensely the problem of understanding within management, between management and workers, and between the company and the public.

Surely, we do live in a world that is full of challenge. The speed of our lives, the complexity of our problems, the conflicting ideologies which assault us daily from the four corners of the earth, the competing forces which struggle for favor, even our comforts and gadgets, and especially those devices for travel and communication which have shrunk the size of the world, show us how desperate is the need for a better understanding of what people believe and say and do. It ought to make us hang our heads in shame that after all the centuries that men have been on this earth they have not learned to live together in peace. Yet, we must not become pessimists ourselves nor allow those we lead to become so. That would be fatal to the cause of understanding. What we need today is men and women in all walks of life who know the requirements of a lightning-speed technological civilization, and of our system of free individual enterprise with all of its dynamic productivity and who at the same time are sympathetic and helpful to people to whom life has not been too kind and before whom the doors of opportunity seem closed.

Somehow, we must come to know that life for all of us will hold fullest satisfaction when we are convinced that our ultimate efforts will surely contribute to a better world for everybody—not just a world of better automobiles, refrigerators, telephones and radios, but a world with a better spirit, greater self-control, and the highest moral principles and ideals.

Mr. Fred M. Zeder, vice chairman of the Board of the Chrysler Corporation, put it this way when he said at a meet-

ing of business and professional men that:

"We must have inspired, must have honest leadership . . . in industry, in all men's affairs. But, most important of all, we must have wisdom and consecration in the hearts of individual men.

"There are no laboratories, other than the human heart, capable of comprehending and revealing the spiritual truth so vital to human progress. We cannot reach it by calling for a national appropriation; even billions would do no good. It cannot be legislated, and it can never be the property of a political party. It will be of no value in giving one nation dominance over another. It is good only as it is shared. It raises individuals only as it lifts men together. Yet it can utterly destroy tyrannies, dictatorships, and all other attempts to make selfish gain out of man and his handiwork. In their place it can install leadership whose understanding and vision can use all knowledge for the building of a human society beyond anything any of us ever has imagined. Where do we start? In your heart and mine, as we strive to be worthy of a true place in our homes, in our business, in our communities, and in our profession."

Mr. Zeder's philosophy appeals to me as I know it must appeal to you. For my part, I am just a layman in spiritual matters, but I do have convictions. When the question is asked, therefore, from where do better spirits, greater self-control, the highest moral principles and ideal, wisdom, and consecrated hearts come, my answer is that they come from the architect of the universe, the source of all power, wisdom and greatness.

Significance Of The Message Of The Coin

Our forefathers understood about this source when they put on our coins—the pennies, the nickels, the quarters, the half dollars, and the silver dollars, the words—"In God We Trust." And right there on the same side of the coin they put the word "Liberty." Our forefathers knew, as we must come to know, that to have liberty we must trust in God. Yet so often He is left out of our calculations in building a better world.

Men of management, let's go home from this great convention with the firm resolve to immediately re-apply our minds, our hearts and our hands diligently to the job of keeping freedom's holy light burning. Let's feel the thrill of a redoubled personal effort and the thrill of still greater team play as we persuade others to work shoulder to shoulder with us, day after day, in that all-important task. This is our challenge and our responsibility. May our strength grow equal to our burden.



INCH BY INCH... MILE AFTER MILE

It's PLYMOUTH for Roomy, Pillowed Riding Ease

The big, roomy Plymouth won't knock your hat off. And even for the lanky, there's legroom to spare.

This low-priced car is engineered to give you extra inches where inches do the most good. But Plymouth's great ride comes from more than space to move around in. It's an Air-Pillow Ride—pillowed comfort built into mile after mile.

Seats are chair-height—so a man can sit up like a man. And you literally ride on air when you ride on Airfoam Seat Cushions, available at moderate additional cost on Special De Luxe Plymouths. Millions

of tiny air pillows give to your slightest body pressure, mold themselves to you.

You ride between the axles, not over them. That's a difference, a comfort difference. Bigger, fatter Super-Cushion Tires, standard equipment on Plymouth, soak up road shocks from sides and below. The longest wheelbase in its price field makes for a still more level ride.

And these are only a few of the dozen and more major Plymouth features that speak up for a great ride—and a great car. There is a difference in low-priced cars, and Plymouth makes the difference!



PLYMOUTH BUILDS GREAT CARS...GOOD SERVICE KEEPS THEM GREAT. Your nearby Plymouth dealer will provide the service and factory-engineered parts to keep your present car in good condition while you're waiting for your new Plymouth. PLYMOUTH Division of CHRYSLER CORPORATION, Detroit 31, Michigan

PLYMOUTH IS STILL THE LOW-PRICED CAR MOST LIKE HIGH-PRICED CARS
MANAGE November 1948

NATIONAL AWARDS GO TO COLUMBUS AND NASHVILLE CORPORATION CLUBS

FOREMEN'S CLUB OF COLUMBUS—In addition to winning the National Association of Foremen Achievement Award, as the "Top City Club in America," the Columbus Foremen's Club was awarded the Zone "C" plaque as the outstanding shop or city club in Ohio, West Virginia, Indiana, Illinois, Michigan, Wisconsin, Missouri, Iowa, and Minnesota, at the Silver Anniversary convention of NAF in Philadelphia.

Harold Earich, Ranco Inc., past-president and official delegate for the Club received the awards at the afternoon session, September 24.

The second dinner meeting saw more than 450 members and guests assemble to hear Congressman John H. Vorys speak on "Foreign Affairs and You." He was introduced by his brother, Arthur M. Vorys, president of Vorys Brothers, Inc., the sponsoring company. Dean Chatlin, veterans employment representative, spoke briefly on "National Employ the Physically Handicapped Week" and W. F. Kaufman urged the banqueteers to support the Community Chest drive.

President William Shultz called for a moment of silence in memory of past-president, Raymond H. Cole, Ohio Fuel Gas Company service foreman, who died October 6. Surviving are his widow, Lena, and a son, James W. Cole; Mr. Cole was president of the local club from 1940-41. Shultz also announced the acceptance of 80 applications for membership, 10 new companies being represented. Frank Albanese, education director, announced that 35 booster foremen had completed a course in booster training; that a parliamentary law class numbered eight students; that a current class—public speaking—was being attended by 20 men. Two new classes, scheduled to begin on October 12 and 13, were public relations for management, 30 prospective students, and case studies in handling people with 15.

On November 4, Ladies' Night was observed with a turkey dinner and a dynamic speech by Major Norman A. Imrie, Ohio State Fire Marshal's office. He was introduced by Frank C. Willson, vice-president of the Medick-Barrows Company, recently elected president of the National Photographic Mount Manufacturers Association. Company associates surprised him with special recognition of this honor during the program.

NASHVILLE CORPORATION FOREMEN'S CLUB—Installation of officers (1948-1949) took place September 3: Dale Hergert, president; C. P. Maxsy, 1st vice president; J. J. Hayes, Jr., 2nd vice president; B. L. Clark, secretary; A. W. MacDougall, treasurer.

Extra activities in the new year

began with an enjoyable picnic September 19. Swimming, games, contests and a delicious barbecue dinner were features. Plans are being developed for the institution of extension courses at the plant under the direction of the University of Tennessee. Studies are offered after hours—comprise both credit and certificate courses.

President Hergert announced the winning of the Zone "E" and National Achievement Awards at the October meeting; also election of P. W. Warner, Jr. as director in Zone "E" to succeed John Shaffer who had filled the unexpired term of C. C. Akridge.

During the evening an illustrated discourse by Art Woods, merchandise manager of Frostmaster Section of Crosley Manufacturing Corporation, was presented. In his talk Mr. Woods discussed techniques of advertising. Interesting and informative, it carried his audience steps beyond one of the products they manufacture.—C. L. Casper.

MAYTAG MANAGEMENT CLUB—The Club played host to members, their wives and guests—285 in all—at the annual Ladies' Night dinner meeting September 20. Principal speaker was John Ben Shepperd, immediate past president of the U. S. Junior

Chamber of Commerce. He gave views on world political conditions formulated while traveling some 210,000 miles last year in the United States, Canada, Central and South America, parts of Europe.

Door prizes were awarded lucky wives of members; dinner music and a show rounded out the program.

Report on the NAF Silver Jubilee convention was presented at meeting October 18 by Club delegates C. A. (Tom) Staubus, president, and Lloyd Butler, secretary. Other Club members who attended the convention were Company President Fred Maytag II, who was one of the convention's principal speakers, and E. F. Butler, national director of the NAF, who appeared on one of the panel discussions. Butler was reappointed chairman of the publicity committee at the convention.

Members of the entertainment committee are making plans for a program of winter meetings to feature discussions of management and industrial subjects.—George F. Burmeister.

MICHIGAN CLUBS HEAR KENTUCKY COLONEL

Niles, Mich.—It was a gala evening, October 5, for the supervisors of 40 industries in Southern Berrien County, Michigan, as 800 management men and their wives gathered at the Niles, Michigan High School auditorium to hear Colonel Jack Major of Paducah,



Members of Foremen's Club of Columbus at NAF Convention (left to right—standing): W. J. Mowery, W. Ernest Hysell, Al Manring, W. F. Ballard, Carl Burnett, Kern Schellenger, Carl Rogers, Ralph Roof, L. C. Acklin, Louis Baumbusch, James E. Paoliello, W. M. Roof, Hale Godwin; (seated) George M. Thomas, vice president—Membership; W. P. Shultz, president; James F. Sullivan, vice president—Programs; E. L. Knoebel, co-ordinator. Not in picture: Harold Earich, C. W. Row, Dale Werner, Ray Goddin.

AT REVERE

THE FOREMEN KNOW WHAT'S GOING ON!



Foremen at Revere Copper and Brass Incorporated are thoroughly informed of all developments within the company. Their close contact with other management personnel is maintained through meetings, letters and booklets that are all a part of Revere's progressive Foreman's Understanding Program.

When Paul Revere founded the first copper mill in America, it is probable that his business associates were also his friends and neighbors. It is still recognized at Revere that everyone's future personal successes depend on the teamwork of all. That's why we're all "partners in Revere."

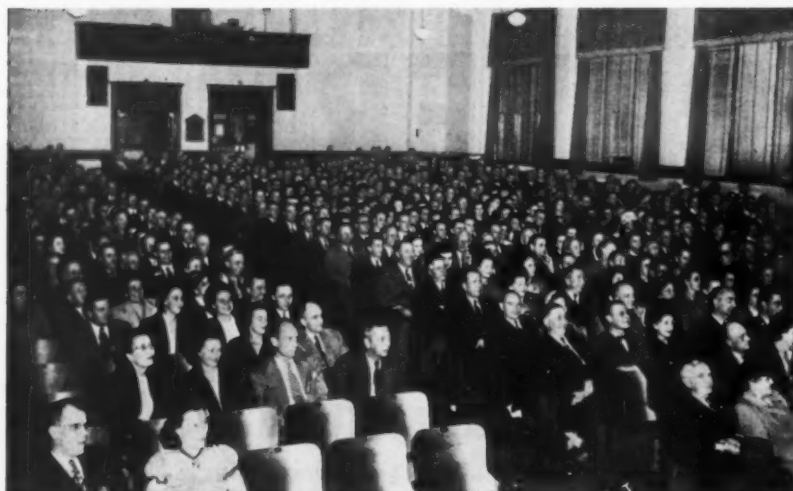
REVERE

COPPER AND BRASS INCORPORATED

Founded by Paul Revere in 1801

230 Park Ave., New York 17, New York

*Mills: Baltimore, Md.; Chicago, Ill.; Detroit, Mich.; New Bedford, Mass.; Rome, N. Y.
Sales Offices in Principal Cities, Distributors Everywhere.*



When group of Michigan NAF clubs gathered in Niles High School auditorium to hear Colonel Jack Major. Participating were Clark Foremen's Clubs of Buchanan and Berrien Springs and Kawneer Management Club of Niles.

Kentucky, give his address on "Wimmen, Taxes and Haws".

The meeting was co-sponsored by the Foremen's Clubs of the Buchanan and Berrien Springs divisions of the Clark Equipment Company, and the Kawneer Management Club of the Kawneer Company of Niles.

In charge of the meeting was George Shevlin, personnel director of Kawneer Company, chairman, assisted by Claire McKee, president of Clark Foremen's Club of Buchanan, Malcolm Watkins, president of Clark Foremen's Club of Berrien Springs, and Rudy Hora, president of Kawneer Management Club. Arthur Anderson, Clark Equipment Company, Buchanan, and director of the NAF, brought the meeting to order. George Shevlin acted as master of ceremonies. Musical entertainment was provided by Dixie Lee and her accordion of South Bend and the Softone Quartet of Mishawaka, Indiana. After the meeting, light refreshments were served, buffet style, in the high school gym.

This being the first such attempt in this area to get together such a large group of supervisors from so many different industries, the committee in charge deserves much credit for its success. It is hoped that there will be more to follow.—D. Goehring.

FOREMEN'S CLUB OF WORTHINGTON (Buffalo)—We were fortunate in obtaining General Electric's House of Magic, an entertaining and mystifying demonstration of scientific principles for the October meeting. To take full advantage of this amazing show, we arranged for the use of Amherst Central High School Auditorium and invited nearby Western New York, Zone D NAF Club members, their families and the Amherst Parent Teacher's Association. The Melody Men Quartet opened the show with some fine singing. President John Frank turned the meeting over to Program Chairman

Charles Ratzel who introduced Ray Reger and Ray Verbilis "the men of magic" and Frank Haas, local representative of General Electric. Approximately 500 attended and judging from the applause, enjoyed the show immensely.—Carl Kaufhold.

OLIVER MANAGEMENT CLUB—Our club will be host to the OLIVER Corporation board of directors who will visit the Shelbyville (Ill.) plant on October 26.

After a noon luncheon at the Shelbyville Country Club the Board will tour the plant which will be in production at that time on stationary hay balers and tractor mowers.—R. L. Jones.

QUEENS COUNTY FOREMEN'S CLUB—First meeting of the 1948-49 season was held September 20 at Chamber of Commerce rooms at Long Island City, N. Y.

The following officers were installed by Past President Robert E. Murphy of the American Chic Company: president, Marius H. Poncet of B. Schwanda & Sons; 1st vice president, C. Raymond Lomp, American Chic Co.; 2nd vice president, James R. Miller, Durkee's Famous Foods; treasurer, Harry P. Becker, B. Schwanda & Sons; recording secretary, Carl E. Doyle, Pan-American Airways; financial secretary, Frank Miller, I. B. Kleinert Rubber Co.

The following were named committee chairmen: program, Emil Hrusa of B. Schwanda & Sons; publicity, John Zabo, I. B. Kleinert Rubber Co.; membership, James L. Hastile, executive secretary, Y.M.C.A.

National Director Roy Brvant attended this meeting, giving a short talk on the Silver Anniversary Convention.

T. O. Armstrong was the speaker of the evening. Mr. Armstrong is director of plant labor relations of the Westinghouse Electric Corporation, Pittsburgh. In 1940, Mr. Armstrong received the "Westinghouse Order of Merit,"

the company's highest award, for his "ability and influence in stabilizing and harmonizing employee-employer labor relations, and for his research into the social problems in modern industry." His address "Personnel Administration As It Was, Is, and Will Be," was very instructive and comprehensive and sent all the members home thinking, with many ideas on improving themselves and their relationships with co-workers.—E. Hrusa.

INDUSTRIAL MANAGEMENT FORUM—The Forum announces its Training Program for 1948-1949. Training Director Vernor Swanson has planned a complete series of conferences designed to cover all phases of the foreman's profession. These conferences will be led by a group of practical men with special teaching ability and training and will be presented at the Duncan Y.M.C.A., Chicago. All courses cover ten weeks and are divided into two main groups: Fundamentals and Advanced. The Fundamentals group includes:

- Introduction to Foremanship
- Problems of Foremanship
- New Workers, Transfers and Promotions for Foremen
- Accident Prevention and Health for Foremen
- Communications for Foremen
- Job Relations for Foremen
- Worker Improvement for Foremen
- Worker Incentives for Foremen
- Job Methods for Foremen
- Technical Refresher for Foremen
- Staff Thinking for Foremen

—George Falek

SUPERVISORS FORUM OF DETROIT—The initial fall meeting was highlighted by the impressive installation-of-officers ceremony. National Director Eugene H. Oisten charged Lester J. Works of The Detroit Edison Company with the responsibilities of the office of president. C. W. Dalton, Briggs Manufacturing Company and an NAF



In action is NAF Convention Chairman Dalton, director from the big Briggs Manufacturing Company Club of Detroit.

Was it Sam's horseshoe... or Sam's horsesense?



★ Our favorite uncle has his share of luck in getting out front. But more important than luck is the down-to-earth horse sense shown by his nieces and nephews.

Americans know that working—not wishing—is what gets things done. Working harder to do *better* than the next fellow, is what gets results time after time.

Understand rivalry and you understand America—and the progress we've made through the years. For instance, it is the rivalry among 34,000 individual oil companies that helped bring our oil supply to its present high level—giving us *more oil than ever before*. Yes, it was competition among rival refiners, producers, trans-

porters and marketers that paved the way for the industry to supply the nation with even *more* petroleum products than at the peak of the war.

New records *had* to be set to meet the great demand for oil we're faced with today. We have more cars. More busses and trucks. More oil burners, tractors and commercial planes. And in addition, use of oil by Diesels, factories, and our Army and Navy has mounted to an all-time high. To meet these demands, the oil industry has stepped up the pace *repeatedly*.

Let others term it "horseshoes." We know it's *horse sense* that helps America to roll right along getting the most out of the energy of oil—the oil that means so much in extra comfort, better living, added convenience . . . for you.

The STANDARD OIL Co. (OHIO)



THERE'S A PLUS FOR YOU IN PETROLEUM'S PROGRESS

director, was installed as first vice president; Orville F. Purdy, Detroit Steel Products Company, second vice president; Anne P. Wingle, The Detroit Edison Company, secretary; and T. W. Schettler, American Brass Company, treasurer.

Carl F. Heinrich, the retiring president, was presented with a scroll commending his able leadership in Forum affairs during the past year.

The educational portion of the meeting was devoted to a discussion and demonstration of the products of two of the Forum's member companies. D. W. Hamilton, works manager of Flex-O-Tube Company, and William Gillett, vice president, Panel Division of the Detroit Steel Products Company, stressed the role of supervision and illustrated some of the problems faced by the supervisors in manufacturing their company's products.

The Forum is a city-wide club composed of members from thirteen companies in the Detroit metropolitan area. It meets on the third Wednesday of the month at the Sheraton Hotel.

MANAGEMENT CLUB OF S. KARPEN & BROS.—The opening fall meeting featured a run-down of all business accumulated during the summer months, and much more to the point, Mr. H. (for Humorous) Coopland. Mr. Coopland's talk was outstanding from both the entertainment and educational standpoint, and his services are highly recommended to other clubs.

We are also pleased to report that at the Philadelphia Convention, our John Shotts was elected a national director from this district.—*J. K. Goldsmith.*

LOUISVILLE MEETING

LOUISVILLE AREA FOREMAN'S ASSOCIATION will sponsor their Fourth Regional Conference on November 18 at the Henry Clay Hotel in Louisville. Philip Nolan, president of B. F. Avery & Company will act as general conference chairman. Conference leaders include: R. C. McConnell, industrial relations manager, Jack and Heintz Precision Industries, Cleveland; William R. Caples, director of industrial relations, Inland Steel Company, Chicago; J. W. Post, director of industrial relations, Armour & Company, Chicago; E. F. Butler, public relations director, Maytag Company, Newton, Iowa; Martin Wagner, executive director, Louisville Labor Management Committee, Louisville; O. H. P. Snyder, director of salaried personnel, Delco Products Div. GMC, Dayton.

Speakers for the conference will be Frank G. Clement, chief counsel, Tennessee State Railroad and Public Utility Commission and Ralph L. Lee, public relations director, General Motors Corporation, Detroit.

The entire program has been well planned and the group is looking forward to the conference as an outstanding contribution in furthering better management relationships and extending the influence of the NAF in the area.—*Morris C. Kincheloe.*

NATIONAL WORKS FOREMEN'S CLUB—During the current year in our National Tube Club at McKeesport, Pa., two monthly meetings provided

for participation of the ladies—the annual picnic and the fall "Bingo" party night, the latter program held August 31.

At the September meeting reports were heard from several club delegates to the Philadelphia Convention—also a report on the Seminar on management unity held in Dayton.

For the October meeting, the Club will present a noted guest speaker—J. E. Thornton, Special Agent in Charge at Pittsburgh, Federal Bureau of Investigation. Plans are also under way for a gala children's party to be held at Christmastime.—*Byron L. Parke*

SPRAGUE ELECTRIC MANAGEMENT CLUB—On October 6 the first anniversary of the Club was observed with the election of new officers: president, J. Puppulo; vice president, L. Haskins; secretary, H. Hanson; treasurer, E. Fitzpatrick. Outgoing officers who so ably guided us over the first year were: president, E. Purpura; vice president, J. Puppulo; secretary, R. Calvi; treasurer, C. Perry. The newly elected Board of Control: H. Brafman, M. Chouinard, C. Perry, E. Purpura, and J. O'Connell.

With our membership continually growing, our 1948-49 outlook is really a rosy one.—*K. W. Russell.*

OLSON RUG COMPANY SUPERVISOR'S CLUB—For our September meeting J. A. Nelson of U. S. Motors gave an interesting talk and showed a color film "Rhapsody in Speed." We were shown various stages of production and the many uses to which these motors are put.

Other films shown to our members during September include a series entitled: "Problems in Supervision." Film number one in this series deals with the new supervisor as he takes a look at his new job.

In the second movie, "Supervising Workers on the Job," the new supervisor is instructed as to the right and wrong way to correct the workers' faults. He also learns that there are various reactions among the employees to a new foreman.

"Every Minute Counts" in this series, instructs the foreman in the proper methods to combat absenteeism, tardiness, and loitering.

Result of a poll of members regarding the new periodical can be summed up: "IT'S TOPS." Majority of the foremen, asked about improvements, merely said, "Leave it the way it is." However, a few suggestions were made: a humor page; a page on safety; an article each month dealing with manufacture of some product. Foremanship is the main theme in our organization, but many of us would be interested in how other products are made.—*Earl F. Jarvis.*

It matters not how long we live, but how.—*The MagNAFormen.*

It does to some of us—can't we have it both ways?—*EDITOR*



Follansbee Steel men at NAF Philadelphia Convention between management sessions (left to right): Steve Goodnough, Pittsburgh Division; George Hubbs, Follansbee Division; Harry Pittenger, Toronto, Ohio Division; Bill Dunn, Follansbee Division; D. L. Dunning and Larry Beck (secretary), Sheet Metal Specialty Division; Pete Murray (president), Toronto Division; Chuck Maple, Follansbee Division.

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ANAGE



Few indeed are the products that can be hailed as "*Favorites*" of the American people. That rare distinction does honestly belong to Champion Spark Plugs—as hundreds of surveys and total sales figures convincingly reveal. √ √ √ We, here at Champion, are everlastingly conscious that many components have made this so, and that each of these components must fit the whole picture harmoniously. √ √ √ No unit is more vital than that link represented by our foremen. Theirs is the responsibility for maintaining the high standards in production that are set by research, engineering and managerial aims. √ √ √ As such, they are the guiding hands of management, the indispensable liaison between employer and employee, the trusted lieutenants who translate managerial planning into plant production.

CHAMPION SPARK PLUG COMPANY • Toledo • Detroit
Windsor, Canada, • Feltham, England



At opening meeting of Foremen's Club of Toledo's twenty-fourth season, key figures were (left to right): Arthur J. Wieland, executive vice president, Willys-Overland Motors, principal speaker on "Tomorrow's Management Today"; Byron A. Fay, vice president, Electric Auto-Lite Company, who received a life membership in the Club; and Charles I. Webb of Toledo Edison, Club president.

FOREMEN'S CLUB OF TOLEDO—Speaking on "Tomorrow's Management Today" Arthur J. Wieland, Willys-Overland Motors executive vice-president, addressed the first fall meeting of the Toledo Foremen's Club on September 15, pointing out the significance of the foreman's responsibilities in today's production problems. More than 900 members attended the opening meeting of the club's 24th year in Macomber High School.

Mr. Wieland told the group that today's inflationary problems could be reduced by increasing "the output of our present facilities by more efficient production, less waste and higher productivity per man." The results, he stressed, would be advantageous to all concerned. "The wage earner could earn more, the stockholder could get a better return on his investment, and the public would get lower prices."

"What I am pleading for," Mr. Wieland explained, "is an opportunity for the citizens of the U. S. to further increase their standards of living. I am pleading for an opportunity for the great people of this country to spend their time sharing a surplus instead of dividing a scarcity."—*B. Bowker.*

BLAW-KNOX DIVISION FOREMEN'S CLUB—The Club will participate in a joint dinner meeting with the Foremen's Clubs of Lewis Foundry and Pittsburgh Rolls Divisions (Blaw-Knox) October 16, at Hotel Webster Hall, Pittsburgh.

W. P. Witherow, president and chairman of Blaw-Knox, and C. H. Lehman, executive vice president and vice chairman, will be honored guests and will address the group. Executive heads of the Chemical Plants, Union Steel Castings, National Alloy Steel, Power Piping, and Bufllovak Equipment division of Buffalo, New York, will also be guests. Each division will also be represented by several department

heads as guests. Everett Girty, regional director of NAF and a member of the Pittsburgh Rolls Club, will also address the combined meeting.

The Club has an expanded schedule of activities ahead including joint meetings with other NAF clubs in the area and a Ladies' Night planned for Christmas season.—*M. E. Olson.*

NORTH AMERICAN AVIATION SUPERVISORY CLUB —Problems arising from un-American activities were the subject of lively discussion at the September meeting in Los Angeles. Three hundred members heard Ed Gibbons, editor and publisher of the anti-subversive news letter "Alert", present some alarming facts on the scope of un-American activities, backed by an impressive display of hundreds of pieces of fellow-traveler propaganda. Mr. Gibbons also led an open forum discussion.

The lighter side was ably presented by magician Barney Harshaw, a 10-year employee in North American's inspection department. Presiding at the dinner meeting was vice president Paul Greenhaw, due to the presence of Prexy Marv Pulliam at the NAF conclave in Philadelphia.

Initiating a planned series of joint meetings, the October 28 meeting will be held in conjunction with that of the Weber Showcase Management Club.—*Buzz Holland.*

BLAW-KNOX COMPANY JOINT MEETING—Pittsburgh Rolls Phoenix Men's Club and H. K. Porter's Foremen's Club held a joint meeting at Webster Hall September 15. The speaker was Mr. A. K. Bowles, assistant special agent in charge of Pittsburgh Office, U. S. Department of Justice.—*F.B.I.*

The Pittsburgh Rolls Division, Lewis Foundry & Machine Division and Blaw-Knox Division Foremen's Clubs

scheduled a joint meeting of the fall membership of these clubs October 14, 1948, from 6:00 to 9:00 p.m., in Hotel Webster Hall, Oakland, Pittsburgh.

These clubs are affiliated with The National Association of Foremen and have exchanged guests at the regular monthly meetings, but have never before met jointly.

W. P. Witherow, president and C. H. Lehman, executive vice president of Blaw-Knox Company, were programmed along with NAF Director E. C. Girty, general superintendent of Pittsburgh Rolls Division.—*Thos. Morrissey.*

NAF CALENDAR

Nov. 18	Area Regional Conference	Louisville, Ky.
Dec. 1, 2, 3	Board of Directors Meeting	Buffalo, N. Y.
Dec. 4	Area Regional Conference	Buffalo, N. Y.
Mar. 10, 11	Board of Directors Meeting	Tulsa, Okla.
Mar. 12	Area Regional Conference	Tulsa, Okla.
Mar. 19	Area Regional Conference	Newark, Ohio
Sept. 22, 23-24, 1949	26th Annual Convention, National Association of Foremen	Detroit, Mich.

Business from Page 27

Zone D—AMF Management Club
Zone E—The Nashville Corporation Foremen's Club

National Winners:

City Club—Foremen's Club of Columbus

Shop Club—The Nashville Corporation Foremen's Club

Harry H. Woodhead Leadership Trophy:

Foremen's Club of Toledo

Membership Certificates:

City Club — Foremen's Club of Greater Cincinnati

Shop Club—Boeing Supervisors

The following directors were appointed to serve as chairmen of standing committees for the coming year:

Awards—Harold H. Minister, Diamond Alkali Co., Painesville, Ohio
Club Service—W. G. Taylor, Gladding-McBean & Co., Los Angeles, Cal.

Convention—C. W. Dalton, Briggs Mfg. Co., Detroit, Mich.

Education—Russell M. Bell, Western Cartridge Co., East Alton, Ill.

Indoctrination—L. Fred Magruder, Talon, Inc., Meadville, Pa.

Membership—J. J. Tigert, Pan American Airways, Inc., Miami, Fla.

Publicity—E. F. Butler, The Maytag Co., Newton, Iowa

Scholarship—J. P. Field, Williamson Heater Co., Cincinnati, Ohio

Ways and Means—W. K. Bergen, Standard Oil Co., Toledo, Ohio

MANAGE for SAFETY

November 1948 MANAGE

CHICAGO RAWHIDE PRODUCTS

SIRVIS

MECHANICAL LEATHER PRODUCTS

Boots, packings, washers, gaskets, couplings, valve
discs, belting, hand leathers and aprons.

SIRVENE

THE SCIENTIFIC COMPOUNDED ELASTOMER

Diaphragms, boots, gaskets, packings, couplings,
valve seats, valve cups, and other special molded products.

PERFECT

OIL SEALS

For complete bearing protection.

CHICAGO RAWHIDE MANUFACTURING COMPANY

1301 Elston Avenue, Chicago 22, Illinois

Fluorescent Lamp

As recently as a dozen years ago, there was a feeling among many illumination engineers that the incandescent lamp represented the ultimate in artificial illumination. It was a device of marked simplicity, particularly from the operational standpoint. Its efficiency had been expressed in such language as to disguise its waste of power. Yet we find that today it is being replaced in a great many applications by a new lamp which is far more intricate and technical in its make-up, the fluorescent lamp. A fluorescent lamp must have a ballast transformer and a starter. Inside it has two cathodes whose electron emission make possible a gaseous discharge producing chiefly ultraviolet light. This shines upon a coating of fluorescent material by which it is transformed into visible light.

In spite of all of these complications, this lamp produces $3\frac{1}{2}$ times as much

light as an incandescent lamp of corresponding input rating. In less than 10 years, the fluorescent lamp has increased from 0.5 per cent to 20 per cent of this country's lamp business. This increase has been accompanied by an increase in the engineering supervision required in our lamp plants.

Atomic Energy

So carefully guarded is the information on the experiences in the already extensive atomic energy industry, that I hesitate to make statements regarding the impact of this industry upon our industrial management. We do know that it presents a type of hazard which makes maintenance of safety one of the chief functions of management. A man can be killed by accidental exposure to radiation which he cannot detect by any of his senses. Yet in all of the government production plants there has never been a death due to this cause. This excellent record shows that atomic energy can be made safe and kept safe. The detecting devices required in maintenance of safety, as well as control of

the processes, are electronic in nature. Some are simple, while some are as complex as many of the devices mentioned earlier. It is becoming more essential that management men have a technical understanding of the hazard involved, as well as of the electronic detecting devices. In this field at least, safety takes on engineering importance.

Impact of Government

There is another aspect of our industrial life which will also bear examination to detect a trend of importance. This is the socialization taking place within the framework of free enterprise. It is not my burden to either condemn or condone that which is taking place, but to recognize it and to express my opinion as to the type of action which management men should take. The Social Security Act, and the minimum wage law are steps with which we are all familiar. The pay-as-you-go income tax which must be collected by management is another. These are obligatory and reach to almost every industrial worker. Important as they are, I have chosen to disregard them in view of the adequate handling given them through legal channels.

Chiefly due to the trend toward higher technical level in this country, we are now encountering ventures which exceed the capacity of private capital to undertake. In some instances large ventures which can not be justified on the basis of economic returns in the reasonable future can, however, be justified on the basis of public good. Atomic energy power plant development is an excellent example. It cost two billion dollars to get the atomic bomb. It is estimated that all research in this country this year will cost only about that much, while atomic power may easily be that expensive too. Even in less glamorous fields, the government is supporting industrial operations in the public interest. A good share of the airplane industry is supported on government contracts calling for military aircraft. Often commercial designs are derived from their military counterpart. Our merchant marine is government subsidized. Even the farmer may be subsidized on a falling commodity market. Research, too, receives subsidy through development contracts, some \$425,000,000 worth of them in 1947, excluding atomic energy.

If the expanding socialization continues within the frame of free enterprise, industry will have to learn how best to function under government contract restrictions. This, fortunately, is a two-way street. The government can learn much about how best to deal with industry by successful experiences with industrial people. We can either tie ourselves in knots of government red tape through a noncooperative attitude, or patiently evolve a workable one through cooperation with the government representatives. In many cases there must be changes made in the laws, which both government and industry representatives are



Dr. Robert M. Bowie: 'It is obvious that there will come a time when we cannot afford to close our formal education in our youth, but must continue it on a part-time basis throughout our lives.'

Fabian Bachrack.

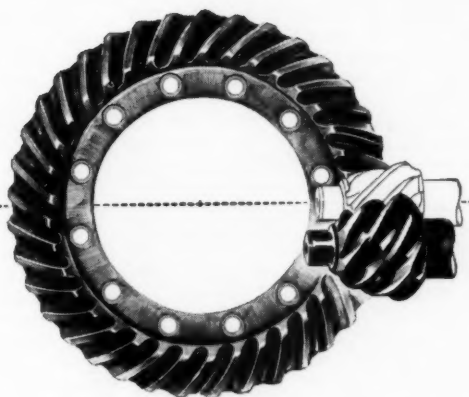
GEARED TO PROGRESS with management teamwork

HYPOID Gearing for medium and heavy-duty trucks is one of the great advances in postwar automotive design.

First a tough engineering problem and then a tough production problem, both were solved by management teamwork—from foremen to president.

Today, Hypoid Gearing is in high-volume production in Timken-Detroit plants. More important, it is in *high-quality* production.

Management is proud of this new Timken-Detroit "first"—proud it is making such an important contribution to lower ton-mile costs on American highways.



TIMKEN *Detroit* AXLES

A PRODUCT OF THE TIMKEN-DETROIT AXLE COMPANY

DETROIT 32, MICHIGAN



working to bring about. There is nearing completion for the Army a survey which critically reviews its contracting practices and recommends remedial measures.

Red tape is now near or at an all time high. During the war period, the national emergency overshadowed all other considerations. It was more important to "get it out" than to get it accurately accounted for. Now the government has reverted to its interest in complete accountability.

Recently the laboratory of which I am manager was engaged in a development contract having three parts, which subsequently became three contracts with the same government agency. Until near the end of the contract, we continued our practice of not accounting specifically for ordinary materials used in development. When the government insisted upon complete material accountability, we ended up with four separate stockrooms. One was for the company. The other three were for the three contracts.

Worse yet was the dispensation of experimental assemblies. On company work, it is our practice to disassemble these after testing and to return the good components to stock. However there appears to be no mechanism by which this can be done on the contracts, so the experimental assemblies are stored in three storerooms to be turned over to the government agency at the end of the contracts. This practice is clearly wasteful.

Although everyone likes to talk to

the contrary, it is really the desire of the government to be honest, not onerous. The present policies, however, appear to regard all contractors as inherently dishonest. It is up to management men to first learn to work under the existing close controls of government contracts, and then to cooperate with government men in setting up more satisfactory ways of getting the work done. This is important because the trend is clearly toward increasing government operation of large ventures through contracts with industry and universities. Failure to work out mutually satisfactory contract procedures will result in establishment of government laboratories and plants to do the work. If this occurs, it will be a blow to our free enterprise system. It is recognized that the government does now, and will continue to operate large research laboratories in the public interest. However, whether these laboratories serve as a guiding influence or are expanded to carry substantially all government-supported research, will depend on the development of satisfactory means of industrial contracting.

The Challenge

We have now studied the trends of the present as a means of exploring the future. Now for the challenge to management men.

The first challenge is to the foreman to improve his technical understanding. This is particularly true in highly tech-

nical industries and for men closely associated with production. In many cases the level required may be that of college training. In our Electronics Division plant in Boston in which special tubes such as magnetrons and TR's for radar are made, production foremen on highly technical operations are now college graduate engineers. Because of their knowledge of the highly technical problems involved, action has been more direct and production efficiency has appreciably improved.

What is to happen to the foreman who has not been fortunate to attend college? In the less technical industries the requirement of collegiate level training will develop quite slowly such that older men are not likely to be confronted with the situation, while younger foremen will probably be able to acquire sufficient training by study. However, in the very technical fields the need for high-level technical knowledge by foremen is already upon us. In these cases foremen must either acquire the proper training or be placed at a competitive disadvantage. The grist, coming ever faster from the engineer mills in our universities, will hasten this trend.

The second challenge to management men comes to us because of a heritage which we have and which we should strengthen. One of the chief assets of this country is the high level of technical experience of its people. Most of us can drive a car, tune a radio, operate a coin telephone, or vote by machine. We are accustomed to all sorts of

gadgets that really work. This enhances one's ability to do more than just run a machine. We have accepted this asset and in general made the most of it, but have we done all we can to enhance it?

In many plants, employees are assembled in groups and are given an explanation of just what their product does, and how. In our cathode ray tube plant in Emporium during the early part of the war, we were in the process of putting into production cathode ray tubes for radar. New teams of girls were being formed which had not had close association with engineers during the development of these tubes. It was hard for them to see the importance of the attention to certain details, such as the proper alignment of the parts. W. A. Dickinson, now chief engineer of the plant, formed the girls into groups to which he gave technical talks and demonstrations on how a cathode ray tube works and then what it does in radar. There were numerous private expressions of appreciation from the girls, while both quality and productivity benefited.

It is obvious that there will come a time when we cannot afford to close our formal education in our youth, but must continue it on a part-time basis throughout our lives. Some of this may be done in industry. It is not too early for management to start thinking about the part which industry might play.

Technical vs. Social Knowledge

The third challenge to management men arises from the oft repeated statement that our technical knowledge is too far ahead of our social knowledge. We do not know how to control the forces which we can command. It is not my purpose to propose that we suspend technical advancement, for were we to do so we would but suffer by comparison with those who do not. It is rather my purpose to point out that we do not even use properly the social knowledge we have.

Many companies give courses to their salesmen on how to approach a customer, particularly an apathetic or hostile one. Courses, too, are given to executives to train them in their handling of human problems. Such things as approaching a controversial matter directly but without accusation, and hearing the other fellow out when he wishes to talk are tenets of this type of training. It is obvious that foremen should receive such training, but why not go further and give it to all employees? Can we not all benefit by learning how better to live together?

There will be those who will have none of it, and who will regard such training for employees as merely preparing the sheep for the slaughter. This, I feel, contains an unfair presumption as to the content of the course of training. A fairer way to view the situation is to ask if it is more logical to train management in how to deal with employees than it is to train employees in how to deal with

management and with each other?

There are other ways by which we could apply social tools in our industrial life. In the First World War, but more particularly in the Second, the Armed Services worked out psychological tests for the selection of desired traits. Tests were employed, for instance, to tell whether a trainee was suited best as pilot, navigator, bombardier or gunner on a bomber. Contracts were also placed with firms specializing as consultants in industrial psychology to develop tests for the selection of officers. I understand that some very interesting and highly successful test methods were evolved. Certainly if a practical, hard-headed organization like the army has found advantage in the use of such tests, industry might well benefit by their use. However such tests should be developed and administered through practicing experts in the field of industrial psychology if worthwhile results are to be expected.

In Sylvania, the selection of quality control men has proven difficult. The traits which distinguish a good quality man from a good man in other lines are not readily apparent. At the suggestion of one of our engineering specialists, a firm of consulting industrial psychologists is working with us on the development of testing methods.

Need of Recognition and Reward For Non-Administrative Achievement

There is still a fourth challenge to management men which is worthy of our consideration. Every man present can, no doubt, remember being told as a small boy that if he worked and studied hard, he might become President of the United States. Although this platitude is obviously optimistic, it does serve to point up clearly the high regard in which we hold executive achievement in this country. It is rather customary to measure a man's achievement by the managerial advancement he has made. This has caused many a man to strive for a position for which he is not fitted. Intelligence has many facets, only a few of which fit one to be an executive. All of them are needed to make a rounded society, while a great many are of vital importance to industry. What would the automobile industry be without a tool and die maker, or the plastics industry be without a chemist? Some fitting way must be found to recognize and reward particularly outstanding achievement in fields other than administration.

Let me illustrate with a personal example. In our Physics Laboratories there is a nationally recognized expert on electron optical theory. He expertly guided a section on electron optics for which we rewarded him by advancing him to the post of Head of the Electronics Section. This involved increased administrative duties, as well as technical responsibilities in other fields of electronics. In due course he came to me and asked that he be permitted to concentrate his efforts on the subject

of his major interest, namely electron ballistics, and be relieved of the additional administrative duties. Of course he wanted to know if his opportunities with the company would be adversely affected. Fortunately this very problem had received our earlier careful consideration. An engineering salary classification had been established requiring a very high level of technical ability, and stipulating a salary range comparable with that for research laboratory managers.

Recognition of ability must be more than mere monetary reward. It must carry with it prestige and rights and privileges. In the case of engineering specialists, we are endeavoring to achieve this by encouraging them to publish extensively, take part in scientific symposia, and be active in scientific societies. They serve also as consultants within the company.

The need for special means of recognition exists also outside of the scientific field. When a man can be just as favorably known and just as well paid for doing an outstanding non-administrative job as for an equivalent administrative one, then the ideal solution will have been attained.

In conclusion may I recall to your attention these points. Industry is becoming more technical, which will increase the participation of engineers in production, and will require an enhanced level of technical understanding on the part of management men. One of the chief assets of this country is the high level of technical experience of its people, which should be enhanced through part-time adult education partially within industry. Though we can not suspend technical advancement pending sociological advancement, we can make better use of the existing social knowledge. We must come to recognize that a man must be as liberally rewarded for non-managerial, as for managerial accomplishment. The future of our free enterprise system depends in large part on our ability to develop a system of government contracting built on the assumption of mutual trust.

Two Indians obtained a room in a big city hotel. Making a routine check-up the manager found a tepee set up in the room, and one of the Indians sitting in front of it smoking a pipe.

"How," said the Indian.

"Where's your friend?" asked the manager.

"In there," indicating the bathroom.

Looking in the bathroom the manager found an Indian with an arrow in his heart.

"Heavens, who killed him?"

"Me, I killed him."

"Why did you do it?"

"Him spit in spring."

—Pure Oil News

To insure permanent peace, let the leaders of all nations agree not to have another war until the last one is paid for.

**"Now,
let's see the price tag!"**



It's a husband's privilege to ask about the price . . . particularly when the dress looks like a million.

But in spite of today's high prices, the cost is remarkably low—because of the progress of the women's ready-to-wear industry. Much of this industry's progress can be traced to the economy and versatility of rayon.

Since rayon is man-made, it is constantly being engineered and improved. The work began years ago. Better rayons attracted foresighted users, and suggested new uses. More production lowered costs.

Of course, prices are up right now in everything. Yet whether you want a luxurious gown or a simple street dress—you'll be able to find it in rayon . . . priced eco-

nomically. Which is another reason why more than *two-thirds* of all women's dresses sold in America today contain rayon.

American Viscose engineers, cooperating with textile and industrial manufacturers, steadily fit rayon to greater usefulness in things for all of us. Dresses, curtains, lamp shades, lingerie, tire cords, the list is long. It will continue to grow longer! American Viscose Corporation, 350 Fifth Avenue, New York 1, N. Y.



AMERICAN VISCOSE CORPORATION

A M E R I C A ' S L A R G E S T P R O D U C E R O F R A Y O N

MANAGE November 1948

NAF's Role

from Page 10

to the growth of the NAF and the achievement of its first objective, many members of management are increasingly working together as a smoothly functioning team. Those organizations which still adhere to the outmoded concept of the strict military organization, with emphasis on relative rank rather than mutual responsibility, are definitely in the decline. No longer can it be said, in organizations which accept the NAF philosophy, that the job foreman is the forgotten man of industry. Today he is recognized as one of the most important links in the chain of authority, for it is he more than anyone else who has direct and intimate contact with the worker. It is he who interprets and transmits to the worker the policies, decisions and instructions of management. To the worker he is management because, he is the one to whom the worker looks for direction.

We all recall the famous story of the football player who in the huddle said, "To hell with the signals, give me the ball." While we admire his enthusiastic individualism we also recognize that there was something wrong with the coaching and leadership of that team. It wasn't the kind of team, all of whose members are devoted to the common purpose, that we know we must have in managing American industry.

The second objective is the provision of time proven ways and means for self-development which result in the enrichment of personal life and improvement of work. Every member of management worthy of his position is interested in self-improvement. He wants to do the best job of which he is capable and he wants to increase his capabilities. He knows that he has a real personal stake in the successful

operation of the business with which he is connected. He knows that the greater his contribution to the organization the greater will be his reward. By associating himself with management he has rejected the sterile and unstimulating idea of collective security in favor of the more challenging, more satisfying concept of opportunity. He knows that important personal development results when he associates as an equal with all other members of the management team in an NAF club, when he learns to discuss plant problems, not in a spirit of competition or recrimination, but in a spirit of mutual cooperation towards the achievement of a common goal. His personal life is enriched when he practices leadership in his club's activities, when he contributes to his community through his club, and when he makes good use of such services as the NAF library. His own personal development will contribute greatly to a better club, a better company, a better community and a better nation. It will bolster the economic system under which our nation operates—the free enterprise system.

The third objective is to provide a tested means for pooling of ideas and resources and for mutual aid through a national association of management men. During the recent war we had an outstanding example of the value of pooling ideas and resources when the need to defeat our common enemy was so great that competitive rivalries between individual companies were put to one side. It was a wonderful thing to see management men, representative of companies who in peacetime were bitter commercial enemies, sitting around the same table voluntarily sharing with each other their know-how in the production of more and better goods at lower cost. We learned that everyone gained and no one lost—except our enemy—by this pooling of resources.

I think we have also learned that even in peacetime there is a broader area for collaboration, even among competitors, than we formerly realized. Take, for instance, the field of labor relations. No one will contend that he knows all the answers or has a perfect organizational system for handling this extremely important function. It has been my observation that those who have been most successful in this field not only are quick to share their knowledge with others, but also show the greatest willingness to adopt the good idea of another company if it will help them solve their own problems.

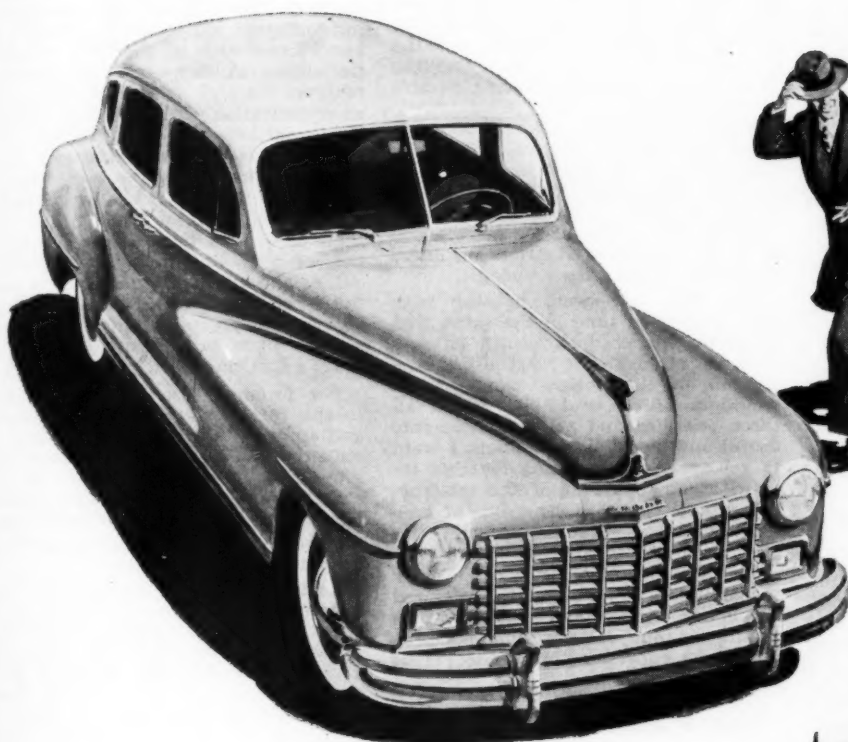
Perhaps another way to state this particular objective is to say that the NAF provides a convenient, effective means of communication between all members of management.

The fourth objective is the promotion of a professional spirit among management men of America, thereby creating a set of principles and body of knowledge to which all may subscribe. Just as a physician should be a member of the American Medical Association, so should a man of management be a member of his own professional group. Foremanship is a profession and the foreman is a professional man. He must acquire unique skills and knowledge. He is a leader of men. He owes it to himself and to his fellows to associate with other members in his own field.

Now there are some who fear that a professional organization will widen the already existing breach between management and labor. Nothing could be further from the truth. It actually promotes better labor relations. When men become more effective leaders, as they must by their work in the association, they can better serve labor and labor will recognize this. Effective leadership is needed in American industry just as in every other phase of human activity. Workers respond favorably to good leadership and perform



NAF Vice Presidents John Wood and T. A. McCann present certificates to NAF directors in Philadelphia's Convention Hall.



TODAY'S FAVORITE

Seems nearly everybody puts Dodge All-Fluid Drive on their first team selection.

Dodge All-Fluid Drive gives you smoother starts and stops with less gear shifting. Yet this important engineering advance is yours at no extra cost.

Experience Dodge All-Fluid Drive for yourself. Check the many other Dodge extra-value features. Discover first hand why owners are so enthusiastic about today's big Dodge.

Dodge

*Lowest Priced Car With Fluid Drive
Safe-Guard Hydraulic Brakes, Super-Cushion Tires,
Safety Rim Wheels, Floating Power,
Full-Floating Ride, gýrol Fluid Drive*

their work with infinitely more satisfaction to themselves and to their employers. Likewise they are quick to recognize bad leadership with all the evils which stem therefrom.

About Labor's Unrest

I happen to hold the view that much of the labor unrest of recent years is management's own fault; that along with self-serving or misguided labor leaders, we must share the blame for bad human relations. Too often we have either handled labor relations in our spare time, or tried to delegate them to an overworked and understaffed personnel department, instead of treating with them at the level of the individual worker and his immediate superior. On occasion I have said, more than half seriously, that some of us have been so busy fighting with organized labor that we haven't had time to inquire into the fundamental reasons for their acting the way they do.

I don't want anyone to conclude from these remarks that I believe in a "soft" labor policy. Quite the contrary. But I do believe that while being firm, we must try better to understand that the people we are dealing with are human beings; we must deal with them accordingly, on a basis compatible with fundamental human dignity.

Clarence Francis, in an historic speech before The National Association of Manufacturers, said "The real irony is that of the employer who rushes out of his office past scores or hundreds or thousands of people whom he doesn't understand and who don't understand him, and goes home for the week end to spend hour after hour trying to earn the confidence of a dog in order to teach him to hunt, or to earn the confidence of a horse in order to teach him to jump."

While Mr. Francis was speaking primarily of executive management I think his criticism applies equally to all levels of management. Much of the conflict that exists today between labor and management is due to the fact that labor feels a lack of sympathetic understanding on our part. As foremen become better leaders, as they achieve through the NAF a greater understanding of the professional nature of their work and put into practice their newly acquired skills, the men and women whom they direct will recognize that they are being dealt with on a basis compatible with fundamental human dignity. They will respond with a greater interest in their work and loyalty to their companies. Thus can the wounds of the past be healed and unity of purpose and achievement be accomplished in the future. I know whereof I speak. I have seen it happen.

There is a growing recognition that modern mass production industry, by taking the skill out of the worker and putting it into the machine, has taken from the worker many of the satisfactions which skilled craftsmen of previous generations enjoyed. While vastly increasing the productivity of the worker and satisfying his material needs, we have at the same time created

a new set of psychological problems. It is not necessarily true that the modern worker who owns his own home, drives an eight cylinder car, and plays golf on Saturday as well as Sunday, is more happy than his grandfather who led a much more spartan existence. Grandfather had greater pride in his job and got more satisfaction from his work. Time does not permit discussing this problem in detail, so I merely offer the observation that it provides a thrilling challenge and opportunity for members of management.

Management and labor have so much in common and so few real differences that neither can afford the luxury of fighting. Instead we need to work together towards achievement of the common goal of producing more goods at lower cost and distributing them equitably among all our people.

The time we spend fighting with labor is wasted time in the sense that no useful end product results. It takes a lot out of us, and it must also take a lot out of them. How wonderful it would be if we could just direct all those energies and all that time into useful and productive channels. I want to get everybody working together toward accomplishment of the total or organizational purpose. Then all of us—including labor—would be much better off.

The National Association of Foremen in helping us to be better foremen and to better understand the complex nature of our fellow human beings whom we supervise, is helping us do just that.

"NAF—Necessary Part Of American Industry"

To summarize these four objectives

in a phrase, they advocate harmony of each individual with all the other members of management and a harmony of each individual personal development towards which the NAF strives with deep steadfastness of purpose.

The National Association of Foremen is a necessary part of American industry. The era of the completely self-sufficient individual in industry is over. Knowledge of the most effective techniques of successful foremanship requires research and study which only an organization can do. Rapidly changing conditions and complications are so numerous that no person in a position of responsibility can hope to meet and solve, without help, the problems which daily confront him. That is why there is a need for such an organization of men who have common difficulties and questions to answer, a need for a clearing house through which ideas can be pooled, studied, and broadcast to those who desire the best of today's thinking on those problems.

The foreman today is the very key to the relationship between employer and employee. He is the cornerstone of industry. No past or present associated group has a greater opportunity for accomplishing a worthwhile purpose than has The National Association of Foremen. It is one of the most significant movements in our time.

Last, but by no means least, The National Association of Foremen provides a very real bulwark against the insurge of communism. If we as individuals can achieve the lofty goals which we have set for ourselves, if we can fulfill the great promise which is ours, then we need have no fear of any foreign or alien philosophy of life. We will keep America free!



Contest during ladies night at National (Tube) Works Foremen's Club at McKeesport, Pa. Coke bottles are "handicapped" with nipples. Entrants were based on birthdays of ladies falling nearest to party night date. From left: Judge Stauffer, Mr. and Mrs. James Toal, Mr. and Mrs. John Miller, President Clayton D. Kuester, Mr. and Mrs. William Renault.

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Tomorrow's "Execs"

from Page 13

part of a foreman's job. I want to talk about education on a broader basis.

You and I know that too many people are thoroughly confused about simple business economics. We find this confusion in our own plants and we try to correct it.

For instance, we recently sent to every employee an illustrated booklet entitled, "Let's Talk About Profits." In this booklet we attempted to explain the complexities of our profit system and the employee's own interest in profits. The foreman can perform one of his greatest services to our economic system if he will help clear away some of the misconceptions which he will find among the men working for him.

The Erie Railroad has approached this in a rather unusual way. This company is giving supervision informal courses in public speaking. At the same time supervision is being supplied with economic facts. The foreman in the course of his work runs into a great mass of misinformation. If he not only knows the truth but has some ability to put the truth into convincing words, he can correct such misinformation and so perform an important service.

To do this successfully, the foreman must cultivate an interest in the things which make business tick. He must do some reading, some thinking on his own.

How Foremen Can Clear Up Misconceptions

Because I have mentioned profits, let's see what an informed foreman could do with one of his workmen who believes what so many people believe—that about three-fourths of the business gross income goes to stockholders and management and only about a quarter to the workmen. This idea has been sown in the minds of a great many people by successful propaganda methods during the past 15 years. It has been accepted as the truth by millions of people though nothing could be further from the truth. Let me illustrate with our own 1947 financial record.

Republic in 1947 had a gross income of almost 650 million dollars. This represented money paid Republic by its customers in return for over six million tons of steel and steel products.

Of the 650 million dollars we had to spend, in order to keep our plants operating and men working, almost 350 million for materials and supplies, for freight and the hundred other expenses of doing business.

Then, under government regulation, there was depreciation and depletion amounting to nearly 19 million dollars. This represented the wear and tear on our plants and equipment and the exhaustion of our mines. Incidentally, under present high costs of mainte-

nance and replacement this amount falls far short of actual needs.

Then we paid more than 33½ million dollars to the communities and states in which we operate, and to the federal government. This included old age and unemployment taxes, federal income tax, property taxes, sales taxes and dozens of other kinds.

Finally, Republic's interest bill on the money it borrowed was about 2½ million.

This accounts for slightly over 400 million dollars—a little less than 250 million remains.

What became of that 250 million? Two hundred seventeen million or 88 per cent went to the employees as wages and salaries. Let me repeat—88 per cent of the available money went to Republic employees.

The stockholders—the actual owners of Republic who had risked their money in Republic stock and without whom there would be no Republic—got 13 million dollars in dividends, or about five per cent. The employees got \$17 to each of the dollars that went to the owners of the business.

The balance—seven per cent—was reinvested in the business so that we could maintain our plants in a position which allows us to compete with other steel companies for customers.

We don't have to worry about customers today, but the time is coming when we will. If our plants and equipment have been allowed to run down, the available steel business is going elsewhere. If that should happen the men on our payroll who look to us for steady jobs will be looking somewhere else for jobs.

So there, briefly, is the story of who got the money available for distribution to employees and to stockholders and for reinvestment in the business. The employees got 88 per cent, the stockholders five per cent, and seven per cent went back into the business to modernize our equipment, and improve and expand our products so that we can remain competitive and thereby insure present jobs and make more jobs.

Now you see the difference between the true story—the facts—and the story that so many believe.

Imagine a foreman who has all of these facts at his finger tips. These facts, incidentally, have been given to every person on Republic's payroll several times. The foreman hears one of his workmen talk about 75 per cent to owners and management, and 25 per cent to the workmen. Couldn't that foreman really do a job in showing the workman his error and in that way let in the light of truth? Wouldn't that workman be a better workman if he knew the facts? Wouldn't he feel that he was getting a square deal? Wouldn't he be a better American?

I think he would. In fact, I know he would.

We must remember that the stock in trade of our communists and left wing groups in this country is to sow dissat-

isfaction through broadcasting untruths and malicious lies. If we do an equally good job of broadcasting the truth, we will have little to fear about the ability of radical groups to carry out their threat to take control of this country by revolutionary means.

The Cost of Living Problem

Let's look at "cost of living" for a moment. Increase in the cost of living is blamed on business. The greatest increase has been in food. Here our own federal government is carrying on the unending fight to maintain basic food prices at a high level. Because of guarantees and subsidies many food prices simply can't go down to any appreciable extent. If through natural competition they go down below a certain level, Government steps in and buys, then prices go up again. That's one factor that a lot of people don't understand and that foremen should understand.

The second factor is that since the war there has been more money in circulation than has ever been the case in the history of our country. At the same time people have been educated to want and demand more.

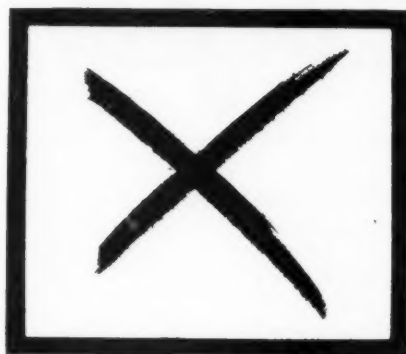
I am in sympathy with a constantly rising standard of living but we must all face the fact that such an increased living standard is bound to cost all of us more.

Just as individuals must pay more for the goods they buy today, so must business. Again turning to the steel industry, we are faced with an increase of approximately 143 per cent when we do any building. A blast furnace today would cost us probably two and one-half to three times as much as the blast furnace it would replace. Scrap steel, an important raw material, has gone up 163 per cent. The wages we pay have gone up about 100 per cent. These comparisons are based on prices which we paid in 1939. And, in the face of this, the composite of steel base prices has risen only 63 per cent since 1939.

So you see companies too have a high-cost-of-living problem, just as you and your men have. But I doubt whether the men who work for you are aware of that fact, though we try to tell them through company publications and other means. The most potent method would be if the foreman were to add his personal voice.

These are just two examples of the educational work which the foreman can do today to great benefit to himself, his company and our economic system.

Study your company publications. Read newspapers and magazines. Ask your superintendents and managers for information about economic subjects that aren't quite clear to you. Put yourself in a position so you can answer questions or volunteer information. You will make better workmen out of those for whom you are responsible. You'll get better produc-



Two things we all can vote for

THE RIGHT OF EVERY WORKER to earn a good day's pay for a good day's work . . . to share in the American standard of living . . . and to look forward to security in the future.

THE RIGHT OF EVERY BUSINESS to earn a fair profit through efficient management . . . to set aside sufficient funds for emergencies and for expansions that create new jobs . . . and to make a reasonable return to investors who risk their savings to start new enterprises and keep them growing.

**A VOTE FOR BOTH IS A VOTE
FOR A STRONG AND FREE AMERICA**

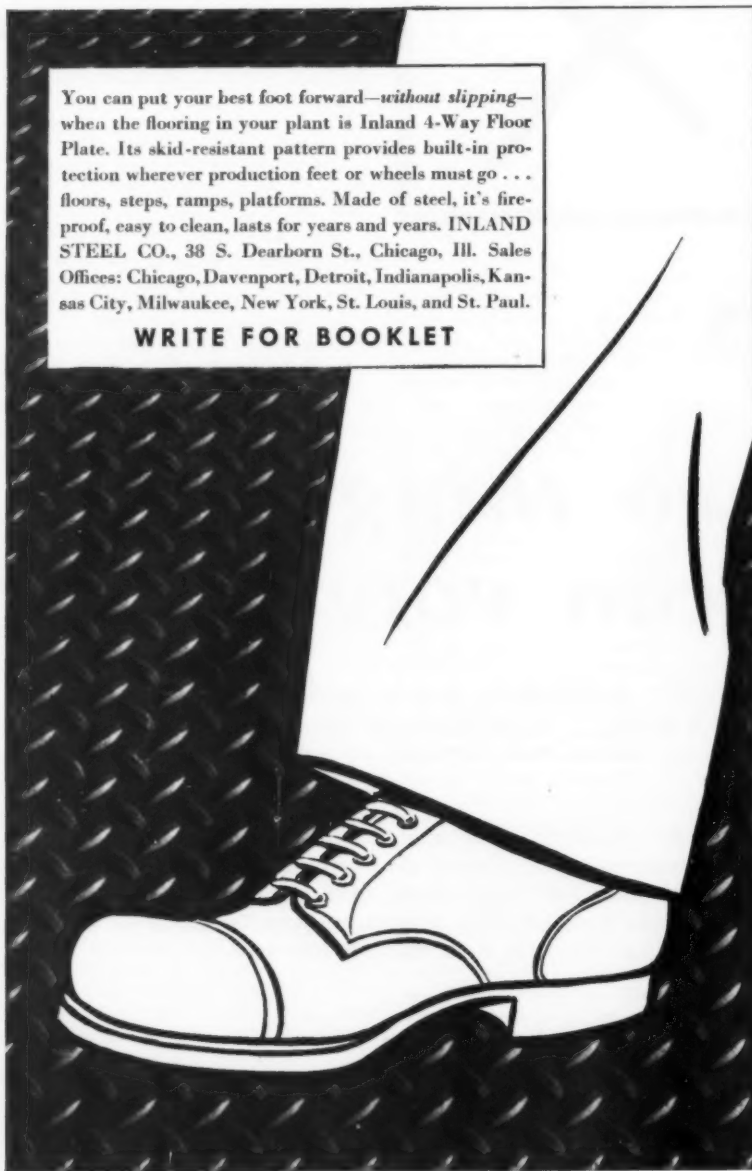
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tion and your life will be easier if you can clear up some of these errors.

Urges NAF To Give More Economic Information

This Association is doing a splendid piece of work. It will continue to do so in the future as it has in the past. Perhaps it will see its way clear to pass on to its members some of the economic information I have been talking about. If your Association could do that, it would be performing a service of great value.

In this great country of ours no one is denied an opportunity to improve his position. But to take advantage of that opportunity means a real devotion to the goal which you have set for yourself. There is no easy road to personal progress. But it's great to know that if we want to travel that road no one can stop us.

Liberty

from Page 19

and freedom of man as enunciated by the Christian religion, influenced every other government in the world. Today you may travel the world over and, with but few exceptions, you will not find a single government that has not succumbed to the pagan concept of despotic rule by regulation and regimentation or that is not the object of open or insidious attack by the apostles of the same doctrine.

"No Such Thing As The 'Common Good'"

Mankind appears to be possessed of two natures, one which cries out for freedom and another which seeks security. These seem to be constantly at war with each other. Freedom begets individual initiative, energy, adventure, the will to create. Sometimes these are the children of necessity as in the case of the American colonists in a hostile environment. But the aggregate accomplishment of these is security of the mass or whole of the people. If I am indigent, a burden upon society, I then make all of society (which is you) a little less secure because of my personal, individual indigence. The mass of a wheat field is made up of single grains of wheat. An ear of corn consists of single grains. The wheat is good, the corn is good, in such proportion as single grains are good. There is no such thing as the common good, except as the individual part is good, any more than there is common purity in the face of individual corruption. All nature proclaims these facts. Mankind knows them to be so yet he will allow himself to be sold on the idea that society is responsible to him and not he to society.

He is being treated to liberal doses of it in our country today. Sometimes it is handed to him in the raw, sometimes in the ways of subtlety. It is authoritatively said that it is today practically impossible to find in our schools

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of higher learning, including high schools, a single textbook which teaches the lessons of individual freedom or the philosophy of our Declaration of Independence or the Constitution.

"Some Of This Thinking Is Born Of Ignorance . . ."

A recent survey made of Westinghouse Electric employees disclosed that one out of every three persons interviewed had fallen for communism; 24 per cent expressed the belief that they would be better off under government ownership; 9 per cent thought they would fare just as well.

As against this Mr. Leonard Reed of the Foundation for Economic Education said lately that Russia, in thirty years under communism, has not produced so much as a button, let alone a typewriter, truck or airplane, that could compete in international trade.

Our people have been told that 2 per cent of the people own 80 per cent of the national wealth. The fact is that in the past 30 years 88 per cent of our national income has been paid to persons earning less than \$5,000 a year.

Some of this thinking is born of ignorance due to the failure of our business establishment to make known the facts but much of it is inspired by a positive and well organized force which seeks to destroy our institutions.

It is later than you think. The forces among us that would convert our free enterprise system to a socialized econ-

omy, our Republic to a collectivist dictatorship, have accomplished more than is generally believed.

From 1869 to 1928 our industry re-invested an annual average of 20 per cent of the value of all goods and services, thus creating new industry, new opportunity, new jobs for our people.

From 1929 to 1938 this figure fell to something less than 14 per cent.

Where does this money go? The total cost of government increased 900 per cent from 1913 to 1941. In a period of only 4 years (1943 to 1947) our government collected more taxes than in all time since the start of national taxation.

This is the road to government ownership, to dried-up well-springs of private industry, the insidious but nonetheless positive approach of socialism, communism and concentration of all power in the state.

How often have we heard it said that our people will not stand for another depression such as we knew in the 1930's, that they will overthrow our system of private enterprise. For what? For the English brand of socialized industry? Our system produces twice as much. For the French method? We produce 2½ times as much. For Russian collectivism? We produce 5 times as much.

We had more people gainfully employed at the depth of our depression than we employed altogether at the end of 1916.

Examples of the trend in our coun-

try toward a socialized or collectivist economy are numerous. We, the people, are responsible for this. We clamor for security, completely forgetting that except as the individual makes himself secure by his work, his thrift, maintaining himself as a free individual in an orderly society, there cannot be security of the whole.

The pursuit of security leads inevitably to slavery. Slavery presupposes a master. When the state shall have become our master then we shall cry out in that day against this master we have chosen.

NOTE: The author offers no apology for his use of some thoughts and facts presented by Henry Weaver in his book, "Mainspring," and Rose Wilder Lane in "Discovery of Freedom." The truth as told by them should be retold by every tongue in America.

—G.L.H.

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"Club Helps"

from Page 25

May 15. You are cordially invited to attend this outstanding civic affair at no cost." Within a week grocers and other town's people were ribbing their neighbors who were club members and the idea went over with a bang. Sound O.K.?

"I Don't Have Time To Read."

Jim, chairman of the Library Committee at one of our progressive clubs was getting fed up with this oft-repeated remark whenever he approached members and urged them to take advantage of the Library. Finally, an idea hit him and he tried it out on the next man he approached, Stan Sloan. Let's catch their conversation.

"Stan, at the last meeting I described the NAF's Traveling Library and passed out a few of the books to men who wanted to look them over. How about you taking a book or sending in for one?"

"I think it's a swell idea, Jim, but I'm busier than hell at the shop and when I come home my wife has a million things for me to do, not to

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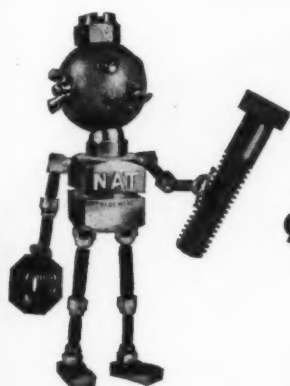
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"Free flow" means teamwork. Because of it we are able to run our jobs intelligently and help our men. It gets results.

We're proud of this Taylor Forge "free flow." And we're proud that N.A.F. communicates similar ideas to help all industry do a better job.

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mention helping the kids with their homework."

"I know, Stan, I'm pretty much in the same boat, but do you and your wife ever go out?"

"As much as the average married couple with kids when we can get a sitter. Why do you ask?"

"I expect your wife is different, Stan, but one of our pet arguments takes place whenever we get ready to go out for the evening. I get dressed first and then I have to wait around for 15 to 45 minutes for the missus to get ready."

"Man, that's my wife to a T."

"All right, Stan, take this book on 'How to Create Job Enthusiasm' by Heyel and read it only on those occasions when you are waiting for your wife to get ready to go out."

"Say, I never thought of that. It's a deal."

P. S. Stan read 12 books that year and the Sloans enjoyed the best relationships of the past decade.

SURE 'NUF?

Reports the SKYWRITER
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O. H. Ebright (98) named his latest "Linda." Weighed in at 7¾ lbs.

Chester Schwab (98) is the new daddy of 6½ lb. Charles.

Now we know why Los Angeles is growing so rapidly—EDITOR

J. E. Bathurst, NAF Manager, as he reminds the Convention of the seriousness of the job ahead.



INVESTMENT...

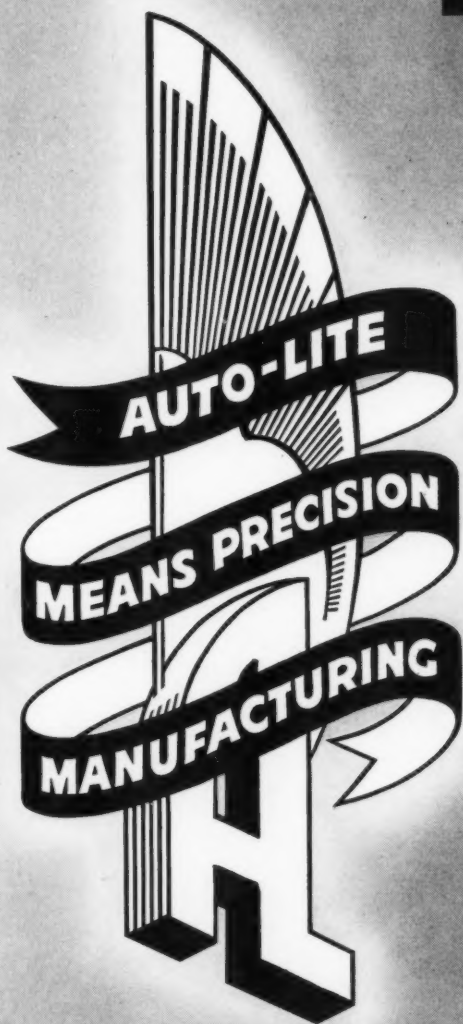
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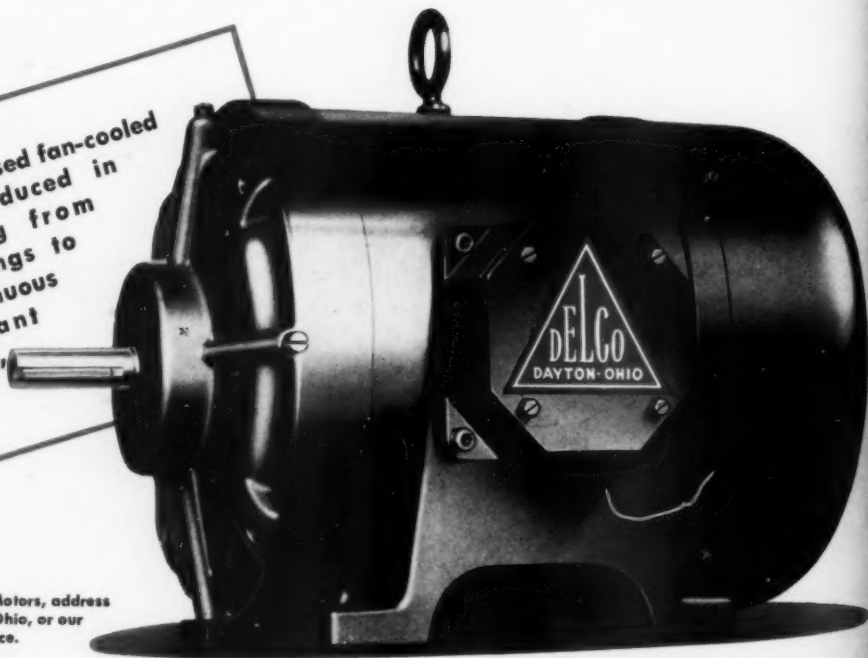
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